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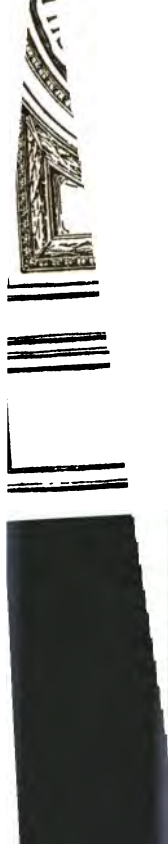
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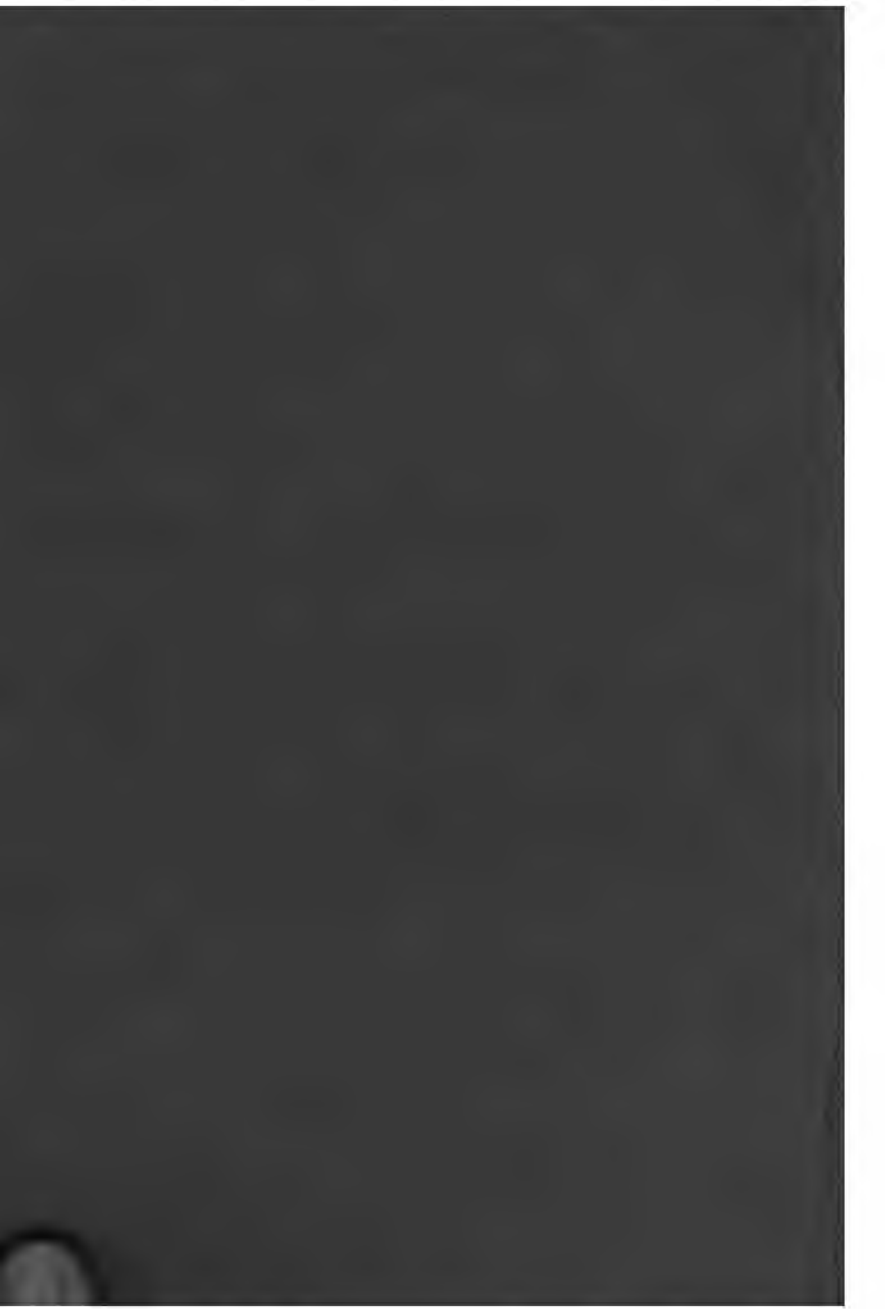
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HANDBOOK
OF
THE ASSOCIATION CARPETRIAL
BLANCHÉ CLARK





HANDBOOK
OF
THE ASSOCIATION CAFETERIA

BLANCHE GEARY



NATIONAL BOARD
THE YOUNG WOMENS CHRISTIAN ASSOCIATIONS
600 LEXINGTON AVENUE
NEW YORK CITY

1917

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THE CAFETERIA.

As to the term "cafeteria" and its pronunciation the following is of interest:—

"Cafeteria"

The word is of provincial Spanish origin and is used in Cuba and Mexico with the accent on the penult thus—ca-fe-te-rí-a, a place where coffee is sold at retail. In this Spanish word the vowels are pronounced after the continental manner, the first a is pronounced like the a in mask, the two e's like the a in ape, the i like the e in he, and the final a like the a in mar.

The word has been adopted in various parts of the United States as a term to denote quick lunch restaurants where the patrons serve themselves. The pronunciation in the United States differs from the Spanish and has the accent on the antepenult thus—ca-fe-tér-i-a. The first a is pronounced like a in mask, the first e like the e in let, the second e like the e in he, and the i like the e in he, but somewhat lighter, the final a like the a in mar but somewhat lighter.

This is the pronunciation given in the dictionaries published in 1915, for example:—the new self-pronouncing dictionary of the English language, Philadelphia, J. C. Winston Co., and substantially the same in Laird & Lee's Webster's new standard dictionary of the English language, Chicago.

Respectfully submitted,

(Signed) H. H. B. MEYER,

Washington, D. C.
July 29, 1915.

Chief Bibliographer.

It would seem well therefore to adopt once and for all the American mode which places the accent on "ter" thus—cafETERia.

I. The Purpose of the Cafeteria.

It would seem hardly necessary at this stage to argue for the advantage of the cafeteria to young women and to the Association, but for the sake of those who have to convince the sceptic the points most frequently made are these:—

More and more young women are entering the wage-earning world, and more and more is it recognized that the quality of their work is largely influenced by the kind and quality of the food eaten day by day; they undoubtedly need the best at the cheapest price at which it can be had. It is being recognized as desirable—purely, of course, for the sake of the efficiency of the commercial tool—that this good food shall be eaten in a pleasant place; no longer is food to be eaten behind the counter, nor in the dressing or toilet room, nor at the work bench, nor in the workshop atmosphere; hence it is that employers of the progressive school go to considerable expense in outfitting lunch room accommodation for employees of both sexes. The commercial advantage of good food and surroundings is obviously understood by some employers. There are, however, scores of employers who do not, or who cannot, thus care for the welfare of their employees, with the result that they must either eat the food they can take with them to their work place, or they must depend upon the eating places of all types in the nearby streets.

Years ago it became obvious that the Association could play a most useful part in providing a large, well-aired place, where first-rate food at reasonable prices could be had, of good quality, well cooked and well served, and where a half hour might be spent in rest and reading. This type of eating place has proved itself a boon to thousands and thousands of young women.

The Association, however, has found the cafeteria of far more use than that of merely providing food and rest for girls and women. Through daily attendance for the sake of "good eats" thousands and thousands have come into contact with good thoughts which have opened up the ever-widening horizon of the abundant life.

The girl who ignores things Christian, who could not be induced to come to a Bible class, who is "too tired" for the gymnasium, loathes self-improvement but loves a dime magazine and the movies, will come to the Young Women's Christian Association cafeteria; the girl who

rebels at red tape and supervision and to whom club life and cooperation spell self-restraint and unselfishness, will come to the cafeteria and find her way from it to all that the Association is eager that she should have for her greater good.

The cafeteria is one of the Association's most successful methods of making the first approach to the individual who is the least easy to reach. Under clever management, it should be a center for refreshment, rest, and inspiration—a cheerful place, offering delicious food neatly served, without noise or bustle, in quarters as clean as a new pin, flooded with the light of day—the whole designed to cater to the particular class of girls whose attendance is desired, and managed by a charming secretary whose chief aim after all is to make friends for the Association and to open up the way for its more valuable work.

The purpose of the cafeteria committee is to organize and maintain the Association lunch room or cafeteria, along lines governed by the highest standards in Association practice. This committee is, in effect, the Board's hospitality committee. Its chief duty is to provide good food at cafeteria prices at noon and supper, and, in some cases, at breakfast time; to provide the cheapest possible club supper of a satisfying character, and to be ready for luncheons, banquets, and gatherings of all kinds, at any time, in the ordinary course of Association events. How vastly more interesting the work of the cafeteria committee becomes when it realizes that, in a very definite sense, it is expressing the spirit of hospitality for the whole Board of the Association. Upon the cafeteria committee's sense of the fitness of things, upon its artistic eye, as well as upon its desire to welcome the guest, depends the success of its attempt to express the Board's hospitality. A hostess when receiving her guests has certain special anxieties. In the first place, her own personal appearance must be just right, her reception rooms must be at their very best; she herself must be free in spirit and joyously ready to welcome and speed her visitors. Is this not all very true of the cafeteria committee of every Association?

The committee is an important one also because it is one of the few committees concerned with the conduct of a money-making department, and because under its auspices the quizzical public makes its first estimate oftentimes of the whole work as reflected in what it sees in

the cafeteria. It is urgent, therefore, that great care and forethought should be given to the organization of the machinery and to methods of procedure.

II. Organization of the Committee.

"Standing committees shall be appointed to serve for one year, and their chairmen shall be members of the Board of Directors. The president, in consultation with the chairman may at any time make such changes in the personnel of a committee as may be required. Special committees may be appointed by the president, as may be required, and as the Board may authorize". (See Suggested City Constitution page 16).

1. **Membership** (number and essential qualifications for service).

The **number** needed is not large—possibly three, five or seven can best accomplish all that has to be done on this committee. A real sense of hospitality; belief in the special value of the department; love of girls; interest in practical details, time and strength to devote to the work are **essential qualifications** for membership.

The make-up of the committee should include someone with a practical knowledge of good home-cooking; someone who knows the Association well and the point of view and needs of the various departments; someone who knows and loves girls, and someone with a special understanding of the value of publicity and with initiative in obtaining it.

2. **Leadership.**

The **chairman** will find real demand made upon her leadership and staying qualities, and for that patience and enthusiasm which helps all concerned to overcome all difficulties and to accomplish the impossible. The word "cannot" is not in her vocabulary. When the cook is sick, the pies burn and the milk turns, the chairman helps her committee to square its shoulders and to rejoice in a chance to prove itself equal to the situation.

The **president** shall be ex-officio member of all committees of the Board and of the Association.

The general secretary shall be a member of all committees and of the Board. (See Suggested City Constitution—page 17.)

3. Relation to the Board.

The relation of the committee to the Board is always a happy one, when it is clearly understood by all concerned. It is that of a wise adviser where expert knowledge is needed and a loyal supporter at all times. The Board carries the responsibility for determining Association policy and the extent of its work; and the cafeteria committee carries the responsibility for deciding how best to accomplish the Board's desires. The cafeteria committee's one wish is to cooperate under all circumstances and with every department, to the end that any effort made by anyone or any group, in the name of the Association, may have the fullest measure of success.

In the last analysis the Board controls all committee work, including, therefore, that of the cafeteria committee.

4. Sub-committee or individual responsibility.

Responsibility might well be assigned in a small Association to one individual, or, in the case of a large Association, to a sub-committee, for each of the following items, upon which success depends so much:

Publicity.

Unless the cafeteria is known it cannot be patronized and unless everyone knows about it the maximum attendance and profit cannot be reached. (See paragraphs on "Publicity for the Cafeteria", page 78-81).

Hospitality.

Unless someone is present every day to offer a friendly welcome, and to answer all inquiries, one of the most attractive and worthwhile sides of cafeteria work will remain neglected. (See paragraphs on Hospitality, page 7).

Purchase, storage, and stock book.

Upon the care with which provisions and supplies of all kinds are bought, stored, and accounted for, depends to a very large extent the money-making capacity of the venture.

Menu.

The menu needs perpetual care in order that it shall be economical, well-balanced, and offer novelties with which to relieve its deadly monotony.

fronts and their displays as she wends her way out at noon. And it is vastly important that the location shall have self-advertising value because of its prominence. On location, as much perhaps as on good cooking, depends the size of the daily attendance—the two combined can be made to spell profit in nine cases out of ten.

- c. As to whether the premises chosen shall be upstairs—one flight, two flights, top floor, or in the basement, “peculiar conditions” govern each local situation. Common sense knows that no one prefers to walk upstairs, that elevator service delays the crowd, that basements are rented when the need is imperative and nothing else can be had, therefore that the **ground floor is preferable**. The rental of the **main floor** in a prominent location is oftentimes, however, prohibitive for cafeteria prices. Therefore, it is that, almost invariably, we find the Association cafeteria in rented quarters **one flight up**, on, or just off the main street. The **stairs** should be easily seen from the entrance to the building, should be wide enough for people to pass up and down at the same time and should be easy of ascent. If **elevator service** is needed at all it must be available all the hours during which the cafeteria is to be open and must be easily seen from the street door. If a **top floor** is chosen it should not be done without realizing the advantages and disadvantages which are attached to it. The ventilation and view are generally very good and the light excellent, but the problems of speedy access for the girls and of convenience for supplies and garbage, etc., becomes much involved. If a **basement** is to be considered remember that one cafeteria director of long experience declines to work in a basement cafeteria as not being, in her judgment, “fit for humans to work in”, much less to eat in. The problem of cleanliness and sanitation is greatly increased in the basement as well as the size of the lighting bill. Convenience in management urges that the premises abut on an alley for the sake of deliveries and the garbage man.

2. **Terms of lease for rented quarters** should contain a clause on each of the following items:—

- a. **Rental**—amount and when payable.
- b. **Term**—from when to when.
- c. **Notice required** for termination of tenancy by landlord or tenant.
- d. **Option of renewal** of lease—(a) period, (b) rental, (c) repairs to be done by the landlord, (d) date for decision of tenant as to use of option to renew.
- e. **Separate meters** for the Young Women's Christian Association are desirable for electric light and power, gas, water. Have them placed where they can be easily read by Association employees so that the bills can be watched and waste quickly checked.
- f. **Hours** for elevator service need to be specified in order to be sure that the elevator will be available during all the hours it is needed.
- g. **Garbage service**—a clause insuring the garbage man free access through the premises at certain hours is also a wise precaution.
- h. The agreement as to the **cafeteria sign** must be defined—how large, how far it can be set out from the front wall, and whereabouts. Much trade depends on the size and location of the sign—the larger and bolder, the better.
- i. **Hours for steam service** must be specified. If the janitor banks the fires at 6 P.M., as is usual in a commercial building, the cafeteria may suffer from the cold between 6 and 8 P.M. unless the situation is safeguarded in the lease.
- j. **Repairs to premises** rented by the Association should be specified, i.e., that kitchen and dining room will be redecorated once in so often by landlord; or, if he will do nothing during tenancy, include the entire "doing up" of premises in case of renewal of lease.
- k. **Landlord's responsibility** for cost of or assessment on account of repairs, alterations, or improvements on that part of the building not rented by the Association or in the thoroughfares around the premises made at his own or the city's instance.

1. If the cafeteria is an experiment a **short term lease** with option of renewal is better than a long term one without this proviso.

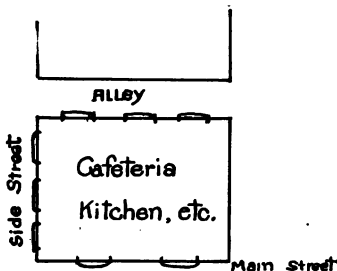
These then are the chief considerations when choosing a location:—

That it shall be central
easy to see
easy to reach
easy to ventilate
easy to serve
reasonable as to rent

3. General Requirements.

The **general characteristics** which should impress the newcomer should be the sunny cheerfulness of the place, its perfect cleanliness and good order, its clear atmosphere, and freedom from steam and heavy odors; and lastly, but by no means least, the contented, cheerful faces of the neat, good-looking staff.

The **ventilation** of the premises is a determining factor in successful management. It is not hard to provide for this adequately in newly erected Association buildings. When choosing rented premises seek a floor space provided with skylights and ventilators, if the building is on an inside lot, and there is any hope of finding such a building in a desirable location; but, better still, seek a floor through, on a corner, where light and ventilation can be had on three sides. Remember that **fans** do not cool the air—they merely keep hot air in motion while they inflate the power bill. **Blowers** and exhausts cost money to install, much money to run, and even then do not always produce good results.

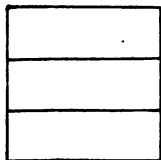


Remember that a high ceiling, and cross draughts from outside windows, are better worth paying for than electric lights all the year around, and electric fans all the summer. The higher the ceilings the better for the sake of wholesome atmosphere.

The walls should be smooth finished (not sanded) with a washable surface. Under no circumstances should the walls be papered. A wall painted with two or three coats of Atlantic lead and oil to a stippled finish will last several years with care. A thin coat of boiled starch applied as a protection to the surface can be washed off each year and applied fresh, to the great reduction of the painting bill. (See paragraph on starch coat for walls). If the cost of painting the surface seems too great, a coat of cleverly applied cold water paint, tinted to suit, will last a year or so and cost less at the start. (Keystone is quite satisfactory and inexpensive). The coloring of walls should be of a character to reflect the light rays—green absorbs them and is a heavy tax on the lighting bill, yellow and pale buff reflect the rays. Eschew all panels, mouldings, and dust ledges of whatever character. Simplicity makes for good taste and cleanliness in the cafeteria.

Windows should be planned as large as the most amenable architect can be coaxed to make them, so that light and ventilation may pour in when needed. Preferably, they should be made in three sections, so that in warm weather two-thirds of the glazed area may be thrown open.

Thus closed:



open:



or

Open



Open

Whether in three or in two sections, order the largest panes of glass possible so that an uninterrupted view may be had and less time be spent on cleaning and less money on repainting four instead of sixteen corners.

Doors. Entrance doors to the cafeteria, for publicity sake and that of easy supervision, should be largely of glass, in large panes, easy to clean; carrying as little brass as possible, for this, while decorative in some surroundings, makes work. There should be, in the ideal, one door for entrance and another for exit.

4. Spaces Required.

(1) For service and preparation of food.

a. Dining room.

Dimensions—opinions vary. Some allow 8 sq. ft. per person, others say this is altogether too close fitting, and allow 10, 12, or even 14 sq. ft. per person. The ceiling should be 12 or 14 ft. high, and more if possible. Choose a floor, which, by its dimensions, lends itself readily to the right shaped cafeteria counter, placed in the right relation to the kitchen. In estimating the number of persons able to stand in line in a given length of floor space, allow a minimum of 18" per person.

Walls—smooth finished and washable, and light in color scheme.

Doors and woodwork should be built with as few panels, mouldings, and dust ledges as possible, and finished so that an annual rub with wax and turpentine will keep the woodwork in excellent condition. Egg shell enamel finish can be washed and kept beautifully clean.

Floors for the cafeteria are of many varieties:—Composition, marbleoid, asbestolith, composite, and other varieties of manufactures. These floors are attractive in appearance as color schemes can be followed out by embodying the shade in the make-up of the mixture before it is laid. This results, of course, in a permanent body of color and does away with the drawbacks of cement paint. It is true however that it is exceedingly difficult to lay these floors so that they will neither crack nor buckle. The advice of the local architect should be taken and the responsibility placed with him.

Covered—wood covered with battleship linoleum is popular, sanitary and easily

washed up. It must be laid by an expert and be of the finest quality, if good service is to be had. This covering lessens noise. Wood—(hard) varnished, oiled or waxed. These are all hard to keep clean and in good condition.

Tile—a good floor, effective in coloring and easy to clean is the red tile set with wide black pointing. Another clean floor which wears forever is the small white tile commonly used on bath room and institutional hall floors.

Terrazzo—is a well known surface made of marble chips, worked to a polished finish.

Fireplace—a large fireplace at one end of the room, with a log burning in it, adds cheer to the place on a dull or cold day, and aids greatly in the ventilation of the room.

Equipment—

Tables—the usual size for two is 2' by 2'6", and for four 2'6" by 3'2". Round tables are preferred by some. Oblong tables are desirable, for they can be used to great advantage by being placed end to end when the cafeteria space must be made to feed the largest possible number at a banquet or rally. Leave 4' between tables for seating and 3 or 3'6" to 5' between tables for gangways.

Tables with pedestal in the center are preferable as chairs are not damaged by being bumped against the table legs, nor is desirable space at the edge of the table stolen from the guest. The pedestal should be made with as few dust ledges as possible.

The table top can be of wood, wax-finished so that hot dishes do not mar it; marble, or white or black carrara glass. When inexpensive equipment must be had wood will be chosen; when the best looking top is desired, black carrara glass will probably be selected.

The table center supplies required are

the sanitary covered sugar bowl (for granulated, not lump sugar), salt and pepper shakers—all three chosen because they look well, are strong, and will clean easily. All-glass is preferable.

Doilies should only be instituted if the management can keep the table constantly supplied.

Flowers—provide a small glass made for just one or two blossoms. This touch of color and of out-of-doors is invaluable. Hunt out a fairy godmother who will endow the tables with one blossom daily and watch the results on faces and attendance!

Chairs must be strong, light weight, comfortable, with a serviceable back, without arms and with a foot rail which, if a second and third rail be added, may become a package rail. Thonet bent wood chairs are light and durable.

Checker's table and chair—dimensions large enough to take two trays at a time. Located at the end of the service counter, at the point where the guest has found all that she needs for her tray.

Cashier's table or counter should be large enough to take a small cash register. Insert into the counter a glass coin shell from which guests can easily gather up their change. Determine the height of table and chair in relation to the cash register so that the cashier's muscles are not subjected to undue strain by two hours speedy ringing up. Avoid a wire screen, it spells caution, rather than welcome and confidence.

Water cooler—if drinking water is piped to the room use a self-closing faucet. If drinking water is not piped to the dining room, a cooler for bottled water will be needed. Arrange so that the water does not slop over on to the floor.

Glass racks—stack glasses on racks or shelves close to the water supply. The location of the water supply should be easily accessible from all parts of the room, but chiefly so from the checker's table so that the guest may take her tray to the water supply before going to her seat.

Baskets for soiled linen—one or more needed for soiled table napkins if these are used (and they are desirable). Order well built wicker basket with cover, strong and easily carried away to be emptied. Station the basket where it is easily available to those who clear the tables, and is nevertheless not too conspicuously in the public eye.

Candy counter—a glass case or counter can be provided at which one, five, and ten cent items can be sold at considerable profit. Park and Tilford, of New York City, Brewster and Peters of chocolate fame, offer a satisfactory choice attractively put up in individual packages.

Windows can have curtains if such are sure to be kept in first class condition, and are not allowed to trespass over the window area and deprive the room of any rays of light.

Window boxes are a great addition in the summer time if made for inside use. When placed outside the first shower scatters mud on the newly cleaned windows.

Umbrella stands—the problem of caring for umbrellas in wet weather is easily solved by the use of the automatic umbrella check stands. These stands can be placed against a bare wall, or along a railing dividing off the line of approach from the table space. The guest desiring to check her umbrella presses it into a slot, and in the course of doing so releases a key, without the use of which the umbrella cannot be freed from the check stand.

b. Serving Room.

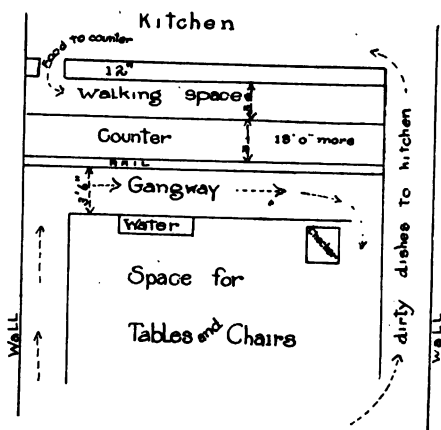
General considerations—when deciding upon location for serving room, take into consideration convenience for guests, light, ventilation, convenience for service and nearness to kitchen.

Location—between kitchen and dining room for choice. In the ideal where the seating capacity is not excessively large, the kitchen should be on the same floor as the seating accommodation and between the two the serving room. The kitchen should be directly back of the serving room, and the steam table immediately back of the serving counter, and the counter back of the seating accommodation. Where, however, the seating runs into three or four hundred or more it may be very desirable to have the kitchen on the floor below or the floor above, and to plan for a two-way service counter with dumbwaiters to the kitchen space in the middle of the oval double counter arrangement. This enables the kitchen to supply the two counters very easily with all that is needed for sale without crossing the stream of guests arriving at either of the two counters. In this case dumbwaiter connection would also have to be made between the seating accommodation and dishwashing space which, in the ideal, would be alongside the kitchen. If the kitchen and the dining room are on the same floor a way must be found to carry the dirty dishes from the tables to the kitchen without crossing the procession of guests to or from the steam table.

One and two way service—the sketches on following page indicate different ways of laying out steam table service where large numbers must be served with all possible speed during the meal hour.

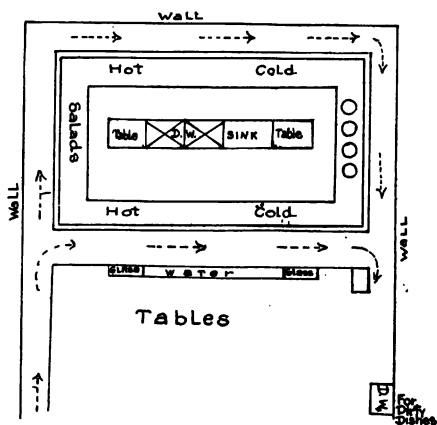
Counter—the ideal layout is as follows:—the guest arriving at the counter supplies herself in the following order with tray, silver, napkin (the better plan is to wrap the linen napkin around the silver), cold or hot bread, butter, soup, meat, entrée, gravy, vegetables, salads, desserts, drinks, ice-cream, and last of all, after passing the checker, with drinking water.

One Way Service



Two Way Service

(With kitchens on floor below stairs, or one flight up).

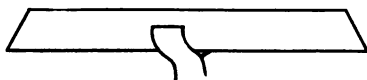


It is found good practice to plan the service space in this fashion—on the wall separating the kitchen from the service counter, plan a 12' counter to serve as a shelf with another shelf below it on which to place dishes and reserve foods. In front of this, allow 3' or 3'6" or more, (if there is plenty of room) for walking space and room in which the servers at the counter are to stand. The counter should be 2'6" wide, and extending about 8" beyond it, on a level with the height of the counter, a tray rail made of brass piping. In front of the tray rail should be an allowance of 3'0" or 3'6" for the passage of guests past the steam table—this space being confined within a wooden railing or other rail.

The dimensions of the counter are usually 3' wide and should be not less than 18' long, including steam table. The more counter space for display of foods, the larger the sales. The front can be built of brick and plaster in fire-proof construction, or merely of wood as a casing. The finish for the counter front may be of wood properly filled, rubbed, and finished with varnish or white enamel, or, if the counter front is of brick and plaster, a good lead and oil finish. Either wood or plaster may be finished in Rippolin white enamel which washes forever. The tops may be of wood, kept scrubbed as white as the driven snow, if economy is enforced, or of marble or carrara glass if appearance is the prime consideration.

A shelf should be installed about 8 or 10" above the counter, increasing the display space and should be about 18" wide, and made of glass. The fittings for the shelf may be of iron (white enameled) or of nickel.

The tray rail should run the full length of the counter at the height of the counter. This is intended to serve as a ledge on which guests may slide their trays along while passing in front of the service table and choosing food. In order that the tray may really slide, it is important that the design of the brackets supporting the rails shall be correct, thus:—



on no account should the rail be made thus:—



for the tray will bump along, slop over the soup and coffee, and discredit the cafeteria service in the mind of the guest. The rail can be made of brass or nickle pipe. In some instances, for economy's sake, a wooden shelf is run in place of the pipe rail and this can be edged with a strip of brass for a neat finish. By no means use plain wood, for the trays spoil the look of it in short order. Avoid at any cost a rubber strip on wood which is ugly to look upon and defeats the purpose of the shelf as a slide for the trays.

Hand rail—a rail also to prevent the line being too easily broken should be placed about 3'6" from the counter or rather from the tray rail. This space will allow a guest to step ahead to the coffee service, if she does not wish to wait for her turn at the salads and desserts preceding it. If it is not thought desirable that guests should pass each other the width of passage should be reduced enough to prevent it. This rail may be made of wood with varnished finish or painted with lead and oil, and finished in addition with a coat of high grade enamel—the best for this purpose is Rippolin; or iron pipe painted with lead and oil, or bronze or silver aluminum, or white enamel; or brass pipe—this is the most expensive to install and to keep clean.

The contents of the counter should include a refrigerator for milk; shelving for plates and dishes; closets, and drawers.

Steam table—the dimensions vary, but the majority run from six to twelve feet in length, about 26" wide.

Tops—tin is expensive; enamel cracks readily; aluminum is too easily affected by acids; galvanized iron body with copper is about the best for the Association to buy—it wears well and looks well.

Containers should be of porcelain or white enamel for soups, meats, sauces, and vegetables.

Covers should be provided so that the food can be kept warm during the slack times.

Hot dish closet should be planned for below the soups and meats. Make a special point of having doors which will open and shut easily, or the effort required will not be made and dishes will be cold when offered to guests.

A hood should be installed over the steam table and over the coffee urns, and should be ventilated to the outside if possible, or if not, be built with a condensation drip-rim, piped to a receptacle on the floor. This will prevent the dining room air from being loaded with the steamy odors of food, and will keep the windows clear.

Urns for the tea, coffee, and cocoa should be of nickle plate finish and always enamel lined. They should be thoroughly cleaned out once a day. It is customary to locate the hot drinks at the last point on the serving counter.

Egg boilers are not often required in cafeteria service.

Tea dispensers are useful. The Espel is a good one that delivers a teaspoonful at a time and would serve in the filling of hundreds of cheese-cloth tea-bags. Tea-bags made of cheesecloth and filled with one teaspoon of tea are greatly appreciated by the public, as the leaves can be removed at will. They can be bought filled with tea ready to put into the pot.

Cream dispensers are wasteful if the guests are allowed to help themselves. They sometimes, too, result in lumping the cream.

Menu board should be large enough to be read easily at a distance. It should be placed just where it can best be seen by the line as it waits to reach the counter. It should not be placed at the counter for this delays the service while guests decide what they want. Let them decide while those ahead are being served.

Two or more boards may be desirable, placed at different locations. Cards for the board should be white, on which are printed in bold black lettering, the items making up the menu for the day. The cards should be stored in a drawer provided with divisions for each kind of card—soups, vegetables, pies, desserts, etc., etc.—so that a change can be made with as little delay as possible. Renew the cards often enough to have them always fresh and free from finger marks and fly specks. Provide bold red lettering for cards, heading the divisions of the menu—soups, meats, etc., etc.

Bulletin board—a useful one is made of linoleum stretched on a wooden back and framed neatly in wood. A small box with thumb tacks can be attached at the side and the board is ready for announcements of all kinds, at small cost.

Dish carriers—where the service is large and the dishes are washed on the same floor as the dining room, four-wheeled dish carriers with rubber-tired wheels and good springs can be used to advantage. The glasses and teapots are rescued from the trays and stacked on the lower shelf, and dishes and silverware and napkins on the upper shelf, whereupon the carrier is rolled out into the kitchen as quietly as possible.

c. **Kitchen.**

Location—should be at the rear of the building, handy to the service stairs, elevator and dining room. It goes without saying that wherever possible the kitchen, both general and pastry, should be on the same floor as the dining room and service room for convenience of supervision and operation. A great effort should be made to secure this. For very large installations two floors are desirable, one for dining room, the other for kitchens.

Dimensions—should be large enough for work, but without one square foot more. It is obvious that the size of the attendance governs the size of the kitchen floor space.

Ventilation is of real importance. Try hard in your floor plan for cross draught from windows, or relief through adequate skylights, and see that the **whole** kitchen is well lighted by windows or skylights.

Walls should be finished with a washable surface—lead and oil or white enamel or tile. The wall around plumbing and wet or messy places should be tiled or else finished with Keane's cement, and given a first class finish with Rippolin white enamel. Never use paper on kitchen walls.

Floors—possibly French plinth tile makes the best floors. They should be 12" square rather than 5" or 6". (Tile flooring is very hard on the feet. If chosen, remember that it should always be repaired by a professional tile layer.) Wood floor covered with thick cork linoleum laid in cement is very good and is easier for the feet. Have the linoleum laid so that it is turned up around the walls and forms a base board. Cement well under the corners or holes will come there. Choose the lighter shades.

Avoid **door saddles** between kitchen and store-room, or kitchen and dining room, and thus prevent clatter as dishes are rolled out.

Provide **wooden slats** in front of range for cooks to stand on. Make these in small sections so that they can be easily removed and scrubbed and the floor washed up.

Pipe trenches—when steam or water supply lines are run in the floor see to it (in new buildings) that they are boxed in and are provided with movable covers, so that in case of trouble, access can be had to the pipe trench without tearing up the floor.

Plumbing. Where it is desirable that water should not leak through the floor to the premises below the dishwashing space, it is very desirable that the floor and the wall at this point should be thoroughly **waterproofed**, as it is almost impossible where large dishwashing has to be done to prevent the water being slopped over from the sinks on to the floors. A great point should be made of this when instructing architects for new buildings.

Fireproofing—be sure that your architect has safeguarded walls, floors, ceiling, and surroundings from intense heat.

Equipment—Do not over-equip. Every inch of space counts. Do not put in what you can possibly do without. Remember the cost of cleaning and repairing and the power bill. Beware of the beguiling persuasions of the agent for electrical supplies. It is perhaps true to say that as far as cooking by electricity goes we are still in the experimental stage and that it is a very expensive one. Gas has, of course, many attractions in that it is clean and ever ready, but in some cities the gas bill and in some cook's hands the repair bill for the range are very heavy items. It seems so hard and yet it is so easy to reduce the pressure and spare the bill by handling the gas supply with care. In many cities there is much uncertainty as to the permanency of the supply of natural gas. Coal is preferred by many of the best chefs, in spite of the extra labor in handling it and in caring for the ashes, as enabling him to produce better results.

Use judgment in placing equipment. Remember that cookers radiate heat as easily on the cook's back as on the salad table. The iceman's bill and the range are closely related in many kitchens. For want of forethought by those who plan the place, the garbage man and the scrub-woman are not on speaking terms; the wrong handed scraping table ruins Mary's sweet temper; the uncontrollable store room is a more fearsome thief than any threatening the most carefully wire-screened cash drawer.

Built-in equipment may include under

1. **Plumbing**, sinks for (a) dishwashing, (b) silverware and teaspoons and glassware and trays, (c) vegetables, (d) pots and pans, (e) cook's table. (For a large outfit a separate sink will be required for glasses and one for trays). Plan so that all sinks and plumbing are set well away from walls in order that cleanliness may prevail and roaches be fore-doomed. Most sinks are set too low and break the worker's back. Better set too high, for that can be overcome by providing a platform for the worker to stand on. Provide the sink in which glasses are to be washed, with wooden racks on the bottom and on all four sides, and breakage will be much lessened. See that sinks are built so that water will not slop over the back or sides. A protection ledge or a slope would oftentimes be a help. **Grease traps** should be provided for the sinks with greasy water. See that these are set with intelligence so that the top can easily be taken off and the deposit of grease removed once a month at least. Some plumbers install the trap and forget that the interior must be get-at-able. **Floor drains** are a nuisance and may become a danger in the kitchen, for, unless regularly flushed, the water seal may evaporate and foul gas find free vent into the kitchen.
2. **Carpentry**—the cook's day closet (for storage of the day's supplies when given out by the director) should have shelving enough, double doors, a secure lock, and should be in an accessible spot in the kitchen. Closets should be provided for shelving though as little as may meet the needs, for it is hard to keep this clean in a busy kitchen. Drainboards to the sinks should be planned, so that they really do drain into the sink and not to the floor, or into the walls.

Machinery—a dishwashing motor may be required if a dishwashing machine is installed. One other small motor is desirable for mixing, grinding, beating, and whipping. (The dishwashing motor cannot well share its services).

Ice-cream freezer should be provided only when the trade is large enough to warrant cost of installation.

Potato machine—Some directors scorn the peeling machine, others desire it. There are those who say that this machine is a costly investment, and that hand labor is the best. The machine can reduce the waste in peeling one-third, but to accomplish this, potatoes matched as to size are needed. The machine is usually a heavy tax on the power and water bills. The potatoes have to be gone over by hand after they have come out of the machine, so that the labor bill is almost the same. It is a question whether the saving on waste and labor equals the interest on the cost of the machine, the repair of same, the power and water bill, and the labor required to clean the machine. If a potato peeler is installed, see that the waste pipe is equipped with a strainer to prevent a stoppage of the drain. Potato peeling is a good job for elderly people, who can become quite expert at it.

The Carborendum, sold by the American Vegetable Machine Company, New York City, is said to be one of the best.

A machine for hashing, not mashing, meat is desirable where large numbers are to be served. One of the best on the market is the Smith Mincing Machine of Buffalo. (Care must always be taken to prevent accident to fingers).

Mixing machines should always be power driven. Hand-driving only adds so much more to the labor bill. A good mixer is needed for cake batter, cream, whites of eggs, and so on. (Remember that speed in beating creates heat).

Work tables—the height of tables for working purposes in kitchens, etc., some experts think should be 27" for a person 4'10" tall, adding 2" to the height of the table for each 4" added to the worker's height.

Cook's work table—a steel table is the best, with piping for legs, same to be provided with large rubber bound casters. These enable the table to be moved, if necessary, for convenience's sake. A steel table top is good for hot, greasy work. The lifetime of a zinc top is said to be only about two years. If hot greasy work is not called for, the next best table top is hard wood made of narrow strips, set on edge in a metal frame, with piping for legs and metal slats for a lower shelf. There should always be a drawer in the cook's table in which he can lock his knives and other tools. The work table can have a *bain marie* in it for the care of cooked food which is waiting to be served.

A rack should be installed overhead for pots and pans of different kinds. A metal compartment box is needed for spices and flavorings, and a metal rack for knives in general service which do not belong to the cook.

Butcher's block on which large pieces of meat, chicken and turkey can be cut up.

Table scales for cook's use and for checking up the weight of small deliveries from tradesmen.

Fireless cooker for preparation of cereals has been found useful by small cafeterias.

Ranges—in most cities, it is found very desirable to have both coal and gas ranges. Many of the finest cooks claim to obtain better and cheaper results with coal for a large proportion of their cooking. They do, however, recognize the usefulness of the gas range for certain other kinds of work, hence a combination of the two seems desirable. Electricity is not practical for large use because of the original cost of the equipment and the cost of electricity; results are not equal at present to those produced by coal or gas ranges.

Coal ranges need a good deal more care. Flues and chambers must be kept really clean

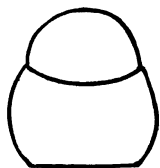
and free from sooty scale or deposit so that full value may be had from each heat unit. Clever use of the damper and the shaker cuts the coal bill. The ash pit piled high forecasts an early demand for new grate-bars.

The relative cost of gas and coal depends on local prices. In some places it is hard to decide between them—in others gas is far cheaper. Gas is the cleanest of the heat producers for kitchen use, and plenty of good equipment is to be had at reasonable figures, but the gas bill must be watched and the treatment given to the range must be watched or it will be burnt out in a short time through the constant and unnecessarily high temperature maintained by a careless cook. Top plates always red hot will soon buckle and burn out. Beware of the cook whose range is burned out and buckled in short order; she is too expensive to keep, no matter how small her wages! Beware of this waste—gas turned on full and range top a cherry red while pots and kettles are **pulled back** for a slow heat! A large percentage of the gas bill can be saved by a little thought in regulating the height of the flame. A **white** flame needs the attention of the gas man soon enough to prevent its deadly work on the gas bill. The blue flame cooks the food, the white flame feeds the bill.

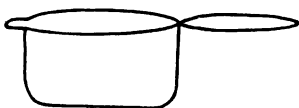
Hood—Each range should have a hood, (with a ventilator in it), suspended low enough over the range to catch and carry off the fumes and to keep the kitchen air clean. The hoods should be made of Russian iron, bound with an edge that does not need polishing.

Cooking utensils—When buying cooking utensils remember whether men or women are to lift them when full.

Kettles—A kettle may have handles on each side, or it may have a bail, which is a loose ring handle extending from one side to the other of the kettle.



Saucepans—Many people fail to distinguish between the saucepan and pot and kettle. The saucepan has a stiff handle at right angles with the body of the pot.



For over six quarts the saucepan should have a small circular ring by way of a handle on the opposite side of the regular long narrow handle. The pot usually has a stiff ring as a handle on each side.



Stock pots—Monel metal is the best for the stock pot. Copper is expensive to install and retain. Stock pots in use all day should be retinned each year. Monel metal costs more to begin with, but is less expensive to keep in order. Where women are doing the cooking, a good grade of gray enamel ware is the best thing to buy. Steel is excellent where the service is male, but it is mostly too heavy for women. **Aluminum covers** are good. They do not rust and are light to handle.

Frying pans—Heavy pressed iron frying pans (not sheet) are the best. They should be seamless. Never use a frying kettle of the saucepan type (with handle) for frying. It is too dangerous, too easily tipped over, and the boiling fat scattered.

Steam roaster—For large quantities of meat, a steam roaster is invaluable. The steam gives a stronger heat. The steam supply, however, must be constant—never turned off during the cooking process.

Broilers—In most cities it is cheaper to use gas rather than charcoal for broiling, but charcoal gives the best results. Wire broilers should not be too weighty, but heavily tinned.

Steamer with three compartments. Can use one at a time.

Double boilers of block tin for sauces and cream for pies, etc. Over four quarts in size needs a second handle.

Bread-cutters—The Rotary bread-cutter is the best. There is at present, so far as we know, no bread-dicer on the market.

French fried cutters

Tomato slicer

Egg slicer

Knives—Women as a rule have little respect for knives. A good chef chooses and buys his own knives and keeps them under lock and key, and treats them with the utmost care. He will always plan to cut down on to a wooden surface. He will lift the article in order to finish the slice, rather than press on the table with the edge of his knife. He always wipes his knife after cutting a lemon! He never scrapes anything with the sharp edge, but always turns the knife over and uses the flat side. Among his tools he includes a good steel with which to sharpen them. The Harrington Cutlery Company and the Foster Knife Company offer high-grade steel tools. The French pattern knife and the French make, if possible, is the best to get. A real French knife has a hand on the plate, with the name, thus:


Sebatier

Paring knives should be regularly cleaned. \$3.00 per dozen is the cheapest worth using. They should be attached to the work table with chain and ring, if the knives are provided by the management, as they easily disappear. The cleaver should be weighty, should be hung securely on a hook in the wall, caught in a hole in its plate.

Toasting racks—For toast, ordinary broilers may be used, or a piece of sheet iron covered with wire mesh. Place this over the gas flame and the bread on the wire.

Mortar and pestle are a necessity for heavy work, for beating up food for sandwiches, etc. See that the mortar can be made stationary, so that both hands can be used for the work when required.

Wire whips

Wire beaters

Grinders

Spoons and ladles—(plenty of them).

Refrigerator—The first question to decide is whether to put in a refrigerating plant or not. It is fairly safe to say that where the consumption of ice would exceed 1000 lbs. a day it might be worth while, but that for anything less a good refrigerator will meet all the needs at less expense.

Location of ice box and refrigerator should be in the kitchen (as far from the range as possible), or outside and yet near the kitchen.

A cheap refrigerator is poor economy. Linings may be of glass, enamel, tile, galvanized iron or wood. The three first mentioned are the most desirable from the point of view of sanitation. Galvanized iron is hard to clean and is subject to chemical action. Wood should, as a rule, be avoided, being hard to keep sweet and in perfect sanitary condition, but it is true that some experts consider that a first class wooden refrigerator meets all the needs. They would rather have a large wooden lined re-

refrigerator than a small enameled or porcelain lined one. Perfect circulation of air is the important thing.

Insulation—Be sure that the refrigerator is adequately insulated, that it is placed in the coolest space available, that blasts of hot air do not flood the container every time the door is opened.

Drains should empty into an open sink on a lower floor, (they should not be connected with the house lines in case sewer gas should find access to the refrigerator); if the plumber determines that this cannot be done in the desired location the ice-box should be drained to a container amply large enough to serve for 24 hours; in some cases it may be possible to drain through an open discharge pipe on to a bed of stone or gravel in a nearby yard.

Ice feed should be easily accessible without climbing a ladder or platform. It should be supplied from the outside if possible, to avoid tracking up the kitchen during the process of filling the box. Fill to capacity **after** cleaning out the ice chamber.

Shelving should be loose and adjustable in order that all ledges may be cleaned and no space wasted. The shelf racks should be of metal, but can be made of wire mesh netting and rest on metal strips.

The hooks on which meat is to be hung in the refrigerator should be connected to metal racks and not inserted in wooden strips, as holes in the wood cannot be cleaned.

Doors should fit tight all around—so tight that a sheet of paper cannot be inserted, for where paper can get in hot air can find its way. Good management insists on their being kept closed.

Locks should be strong and practical and in daily, regular use.

The exterior of the refrigerator can be of hard wood with natural or enamel finish.

Care of interior—The most scrupulous cleanliness must prevail. Slats and shelving should be removed for scrubbing and should be given an airing from time to time and a sun bath when possible. Scalding hot water should be poured down the drain at frequent intervals. Everything should be movable and therefore washable. Cleanliness and care is all that is needed to keep the interior in perfect sanitary condition.

Dishes for storage of food in the refrigerator should be of enamel and should be of many sizes so that a dish large enough to prevent slopping over and small enough to save room may be at hand when needed.

Dish scraping table and dishwashing space—This is the place to which all dirty dishes, trays, silverware, and glasses come to be sorted and cleared preparatory to being washed. Speed in handling the dishes and cost of breakage are closely related to the convenience with which the table is planned. Remember that this work needs plenty of room. The more room on the tables the less breakage and the quicker the washing is accomplished. Plan so that the dishes are worked off from left to right. If a dishscraper is to work on both sides of the table this should be 4' wide, and have in it two holes for two garbage cans (one for each scraper). If only one scraper is to work at it, have the table about 3' wide. A space should be provided on which to dump trays and dirty dishes, say about 6' or 8' by 3'. A hole about 7" in diameter should allow of the garbage being emptied into the can under the scraping table. This hole should be placed about 6" from the front of the table immediately in front of the person who clears the refuse from the plates.

Construction—Of wood as to framework and table top for preference.

Table top coverings

Rubber easily becomes offensive.

Zinc wears through too readily into holes with dangerous edges and offers space between zinc and table top for roaches and dirt.

Galvanized iron is liked by some but it is expensive and causes much breakage.

Hard wood top which can be thoroughly scrubbed daily and renewed when needed at small expense, is perhaps the best top for this table according to some experts.

The table top should be graded to a sink or to a container so that contents of glasses, cups, etc., can find their way off the table.

The table should be provided on all sides with a four or five inch strip to prevent dishes rolling off the table top, but this protection strip need not be more than 2" or 2½" high at the places where workers stand at their task.

The hole through the table top to the garbage can should be provided with a movable galvanized iron funnel, say 6 or 7" wide at the top and long enough to guide the garbage into the garbage can. This prevents garbage clinging to the underneath part of the table top, or splashing about on to the floor.

The galvanized iron funnel should be provided at the top with a wooden collar fitting tightly on the table top but still removable at will. The collar should be of soft wood so that dishes bumped upon it will not chip too easily. After each meal this funnel should be removed and thoroughly cleaned.

Garbage can should be provided to receive refuse from the scraping table. Corrugated galvanized iron gives the longest wear. Should be made with two handles and one cover. Refuse the light weight ones or the can with wooden slats. The can should be scrubbed daily with hot water and kept like new by good management.

The ideal way to dispose of garbage is of course to burn it, but this costs money and may involve keeping one of the staff on the premises until it is burned. Only in very large municipal plants will the heat generated in process of burning according to present day methods, suffice to heat water to a serviceable degree.

Method of procedure at the scraping table—

All glasses are promptly collected, put on trays and sent over to the glass sink. Trays are collected and sent in piles to the tray washing place. Papers (if paper napkins are used) are picked out and thrown into the basket for the same which should be large and wide at the top and placed below the table.

Dishes are then cleared (by using a wad of paper as a pusher) into the garbage funnel, then stacked in piles according to sizes and kinds, and then methodically ranged in whatever container is used in the dishwashing machine. After a thorough rinsing, (if the water is hot enough they will dry by themselves in a few moments), they are ready to be placed in closets or on shelves. If wiping is necessary plenty of clean dry cloths must be available. The table top should be kept clear of garbage.

Wire baskets for forks, spoons, knives should stand in front of the sorter who fills one with forks—prongs all the same way, another with teaspoons—handles all one way, another with knives—handles one way, and so on.

Dishwashing machine—There are several dishwashing machines on the market:—

Blakesley's "Niagara". In this machine the dishes are packed in baskets which are put on a self-feeding runway and pass through the water spray. The finest china is safe in this dishwasher. Blakesley has another less expensive machine which requires live steam, and is giving very good results.

The "Vortex" dishwashing machine, sold by Duparquet Huot & Moneuse Co., of New York, is another make which is giving satisfaction. (This machine is now in use at the Harriet Judson Boarding Home).

When installing a machine which involves lifting baskets full of china, be sure to have a counter balance set up and an over-head track so that only the slightest effort is required by the worker to raise the load from the water and place it in another water or on the drying table. Remember that it is not necessary to run the dishwashing motor (if you use one) continuously. Run it only when the basket of dirty dishes is in the water. This will reduce the power bill.

d. Pastry kitchen.

The pastry kitchen should be light and well ventilated with at least one window, whether located in the main kitchen or in a room by itself. It should be near the kitchen, on the same floor, so that supervision may be easy.

Equipment—Bake oven, sheet iron for gas; large tables, shelving for pies, etc.; flour bins, closets for supplies, refrigerator for milk, cream, butter, eggs, sink, mixer, bowls, plates, spoons, etc.

(2) For administration.

Cafeteria director's office.

It is very necessary that the cafeteria director should be provided with a small office in which to have her desk, her books, and business paraphernalia. This should be located within easy reach of the kitchen and dining room, and should be light and well ventilated.

(3) For patrons.

Checking room.

In connection with many of the larger cafeterias, the privilege of checking parcels and coats would be greatly appreciated and would add to the popularity of the cafeteria.

Rest room.

This most useful and desirable room should be cheerful, airy, and sufficiently near a lavatory to be convenient and yet quiet. To this spot at noon comes the salesgirl and many another who has been on her feet since 8 A. M. and here she finds ease and rest and refreshment in perfect quiet for twenty or thirty minutes.

The room should be large enough to contain three or four, to eight or ten cots; each cot should be provided with a mattress in a heavy washable slip cover, a warm coverlet, a pillow in a washable cover, and should be allotted one screen so that some privacy may be had.

Toilet room.

Location—On the outside of the building of course, where light and air can stream in through the windows.

Equipment—

Toilets and toilet seats of the low-down, wash-out variety, with sanitary U-shaped seats.

Wash basins with self-closing faucets.

Liquid soap containers.

Sanitary towel supply should be included in this toilet room equipment. The well-known automatic device can be secured from The Individual Service Company, 220 West 19th Street, New York City.

Paper towel supply or washable toweling installed on a metal rod, each towel to have a metal eye holding it to the rod.

Mirrors.

Waste basket or box with a lid.

Shelf—A 4" shelf running the length of the washbasins, between basin and mirror.

Janitress' slop sink placed out in the open where it is sure to be kept clean.

Toilet rooms to be provided with a hook on wall or door, and small shelf for parcels.

Paper supply which does not involve handling knobs or fixtures to get at the paper.

Disinfectant is not necessary if correct modern plumbing and water supply are available. It only serves to disguise the fact that the cleaning woman has not been thorough in her work. Disinfectant is therefore undesirable and a wasteful use of good money.

Slatted doors are to be avoided for they are hard to keep clean. Install plain panels with as few dust ledges as possible.

Brass supply pipes are an extravagance in most cases. Nickel plate looks well but requires labor if it is to be kept in good condition. Galvanized iron is plain and serviceable.

Floor may be of white tile, which is easy to clean and wears forever.

(4) For Employees.

Employees' dining room.

Somewhere off the main kitchen, if possible on the same floor, a dining room for employees should be provided; equipped with table, chairs, dish closet (with all glass doors) with accommodation for employees' cutlery, silverware, china, and glass.

Employees' toilet, dressing room, and lockers.

Convenient to kitchen premises (on the same floor) with outside ventilation:—toilet bowl, equipped with sanitary seat; hand basin, mirror, waste basket with lid; lockers of steel or wood, or failing these, hooks in plenty with a slatted shelf above for hats and bags, a three and one-half inch shelf with umbrella holes in it, and hooks for rubbers.

(5) For Storage.

Store room (General).

Dimensions necessarily vary considerably, but should be amply large enough for real needs. A small room would probably figure about 7 by 10; a larger one 12 by 20, or more.

Location—It should be convenient to the kitchen and easy to get at from the service door or elevator, but should be removed from "back door" influence. Ventilation is important and must be good—dry and airy.

It should be enclosed with solid partitions or by heavy wire screening to the ceiling. A good cylinder lock or a heavy barrel-shaped padlock on the door will do good service and should not be dispensed with. Lights are required and should be easy to reach on entering the storeroom. Closets should be dustproof for storage of dry groceries. Plenty of shelving should be provided—substantial enough for heavy weights.

Space should be provided for barrels and boxes, weighing scales, tools for opening packing cases and boxes. Provide also a box of loose nails, a ball of string, a place in which to store away wrapping paper, and a small table on which the stock room book and records can be kept up-to-date.

Vegetable store room.

Location—Convenient to reach, dry, with circulation of air, dark and cool, having an even temperature of possibly 33-35 degrees. Be sure that steam and hot water pipes do not pass through this space and that the engineer has no call to enter.

Slats and bins will be required for the storage of vegetables.

Closets.

In general see to it that the doors are close fitting or your closets will be full of dust in no time. It is a help to have a door saddle on which the door closes tightly. Provide each closet door with a stout lock, hinges, and paneling which cannot easily be removed.

Cafeteria director's office should be provided with a closet for the storage of her technical books and paraphernalia of one kind or another.

Cook's closet—It is considered a good plan to install a day closet for the cook rather than to allow the kitchen help to expect to be given supplies from the storeroom or to fetch them for themselves at any odd time in the

day. The cafeteria director will do well to keep her storeroom under lock and key, and at a given time to hand out the supplies for the next twenty-four hours to the cook who will store them in her own cook's day closet which should be provided with enough shelving and closed with locked doors, the key to be in the care of the cook, and a duplicate of it on the cafeteria director's bunch.

Scrubwoman's closet—This should be located behind the scenes, that is, away from the premises frequented by the public. It should have outside ventilation if possible. It is desirable that the slop sink and the hot and cold water supply should not be located in the same place in which the brooms and brushes and other equipment for the scrubwoman are kept. The ideal place for the slop sink is in the toilet room on this floor, placed out in the open, where it will be kept beyond reproach as to cleanliness. If, however, this cannot be, the scrubwoman's closet should be large enough to leave at least 1'6" on each side of the slop sink so that perfect cleanliness can be insured.

If this closet is to contain a slop sink, provide a waterproof flooring; and either cement or tile, or Keene's cement finish, coated with white enamel, behind and around the slop sink. Be sure that the waste to the slop sink is protected from lint and deposit of one kind or another by a fine copper wire mesh installed by the plumber.

Provide shelving for soap and brass polish and other supplies, also a rack, notched out, on which to hang brooms, handles downwards, and hooks on which to hang dusters and cloths of different kinds. An electric light, turned on automatically when the door is opened and shut off when the door is closed, should also be provided. A place for everything and everything in its place should govern the design of the scrubwoman's closet.

Help's clothes closet—this, in most cafeterias, had better be arranged on the pole plan in

order to avoid the installation of the exceedingly expensive steel lockers. A galvanized iron pole with enough hangers, an umbrella rack and enough wall hooks on which to hang hats, etc., a looking-glass, a small table below it, a chair, a scrap basket, and plenty of outside ventilation, will make this a serviceable space.

Janitor's closet—If the cafeteria is run on a large enough scale to employ a handy man, it might be able to provide him with a small workshop, but failing this, he should certainly be given a large enough closet in which to keep his tools and supplies under lock and key and in good order. Some shelving and pigeon-holes, hooks, and if possible a small work table, should be provided.

A medicine or emergency closet should be provided in the cafeteria director's office or in the kitchen. It is desirable that it be 24" by 32", with movable shelving, the same to contain as a minimum:—

Aromatic Spirits of Ammonia—2 oz. bottle,
rubber cork

Syrup of Ginger—2 oz.

Seidlitz Powders—12 in a tin box

5 grain Bismuth Subnitrate tablets (200)

1/10 grain Calomel Tablets (50)

Carbolized Vaseline—1 tin

Oil of Cloves—1 dram bottle, labeled "Poison"

Soda Mint Tablets (50)

Talcum Powder—1 tin

Antiseptic Gauze—1 small package

First Aid Dressings (U. S. Army)—2 packages

Tooth Wax—1 box

Corn Plaster—1 box

1 Sharp Knife

1 Pair Scissors

Needles and Pins, ordinary and safety

Thread

V. Equipment in General.

Trays.

The desirable size is 12" by 14". Oval trays do not receive dishes as conveniently as the oblong trays.

Papier mâché—Water soaks easily and is a poor investment.

Papier mâché—Enameled white loses the enamel readily.

Black Japan—Wears badly, rusts quickly, and soon looks shabby.

Aluminum—Is more costly but is easily worth the money; looks well for years. Try "Weacon" with rolled edges, No. 347.

Silverware.

Quantities—Buy equipment for one-third of the total service; buy twice as many teaspoons as forks.

Quality—Buy the best triple plate only. Its average life is about two years, though four-year-old teaspoons only just beginning to show wear and tear have been seen. Have an extra dip put on the heel of the spoon.

Pattern—Choose the smoothest surface, preferably without design upon it; but, if a design is preferred, choose one which will be easy to clean. The pattern should be a stock one, easy to replace. All silver should be clearly marked for identification.

Replating—This is hardly worth while when the original purchase price is considered.

Linens.

Table cloths are not desirable for cafeteria service because of expense and because of the time required to clear and recover the table. If bare tables are not acceptable, a **heavy linen** should be chosen.

Napkins—Paper napkins are being used a great deal. They cost less than laundered napkins. They add much to disorderly appearance of cafeteria space if allowed to lie about the floor. They give the guests little comfort. **Linen** napkins are appreciated by the public and add to the sanitarness of the system when the individual set of silverware is wrapped in a napkin and stacked in boxes from which the guest helps herself. Thus the silverware is not handled by the public at all. "Y. W. C. A." should show in large letters on each napkin.

Dishes.

China—An open or stock pattern, that is to say, one which can be readily replaced year after year, should be chosen. The design should be simple and the coloring should harmonize with the color scheme of the entire cafeteria. These sizes have been found very serviceable though some experts prefer a smaller size in each case:—

Dinner plates 9"

Breakfast plates 7"

Soup bowls—6"

Cups—(tea cup size, not coffee)

Cream pitchers—capacity

1½ oz.

Fruit saucers (used for vegetables also)—5"

Butter pats—3"

Storage—Avoid handling twice over; put the dishes straight from the washing table into the hot dish closet near or beneath the serving table; or, if cold dishes, place them at once in closets as near the cold service as possible. Reduce footsteps and handling as far as you can. The reserve supply should be kept in the main storeroom.

Breakage should be rigorously checked. Nicked dishes result from poor quality, but also largely from rough handling. Much damage can be prevented by determined discipline at the scraping table and by the choice of deft-handed persons for the dishwashing.

Aprons and caps.

Aprons and caps for steam table service and dish clearing service (where that is offered) should be provided and kept laundered by the cafeteria. Arrange so that the help behind the steam table dress alike in neat, clean uniforms, preferably in white, but most assuredly with clean white aprons, cuffs, and collars. Special emphasis should be laid on the importance of appearance behind the counter—clean hands, well-groomed hair, tidily dressed, are absolutely essential qualifications where high standards are desired.

Coats.

Coats for men, if such are employed on the public floor, should be provided, and marked for identification, by the Association, and laundered.

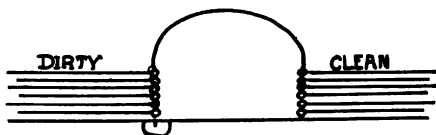
Doilies.

Doilies for the center of the table for pepper, salt, etc., should be provided. Paper doilies are readily soiled and torn. Linen are the best in the long run—should be carefully laundered and provided constantly fresh.

Towels.

Kitchen—Crash is good for general use; linen is the best—it wears better and dries quicker. Cut them about one yard long. Checked toweling for glasses is of lighter weight, softer and therefore better for this purpose. It is a good plan to have some individual towels made to button at the apron belt for kitchen and steam table help.

Lavatory towels can be of crash bought by the bolt at 18 or 20 cents a yard. Each towel being about 15" by 18", hemmed, and provided with grommets (rings). The towels are run on to a rod which is finally padlocked to the shelf, thus:—



Fly screens.

These are essential, on all windows and on kitchen doors, for flies in the Association kitchen and guest rooms are unpardonable intruders. Each screen should bear a number corresponding to that of the window it is to screen; it should be kept well-dusted; should be stored carefully during the off season, after having had a thorough brushing. The screens should be laid on a flat dry floor in a perfectly dry space, access to which is quite easy and involves no damage to the screens. Lay them one on top of the other, corners foursquare. Remember that if they do not lie flat they will warp and will not fit next season.

Fire extinguishers.

At some central spot in the kitchen, plan for an emergency shelf; keep on it two or three chemical extinguishers, a bucket of sand, a bucket of salt, a bucket of water, a heavy piece of old carpet. If the flue catches fire shut all dampers, send someone to the roof to pour the salt down the flue and then to close the flue by covering its mouth with the old carpet. (Send for the Fire Department while these first aid steps are being taken). Use sand on burning oil—remember that water spreads oil.

VI. Staff and Employees.

1. Cafeteria secretary.

General characteristics.

The cafeteria secretary should be a hard worker (the directorship is never a soft snap); an optimist, for whom the impossible is not; a lover of people, finding it easy to win friends and loyal support; devoted to detail; self-controlled; open-minded; shrewd and upright in business; neat as to clothes and showing all the signs of robust health.

Training.

Her training should have been both technical and Associational for it goes without saying that the director must look upon herself as a real Association worker, having a lively interest in the welfare and happiness of all the girls with whom she comes in contact; she should have arrived at the point where she looks upon her professional work as just one means by which the Association seeks to accomplish its ultimate purpose for girls. Her spirit is far removed from that which is back of a purely commercial enterprise.

Her technical training should have been taken at one of the following schools:—Simmons, Pratt, Drexel, Teachers' College, Kansas State School of Agriculture, Mechanics Institute, State College of Ames, Ia., National Training School (headquarters cafeteria), or at some other well recognized technical school where thorough preparation can be had. It would seem wise that she should have had the National Y. W. C. A. Training School Economic Summer School course in addition, in order that she may have a real knowledge of problems which have to be met daily in the course of her experience on the Association staff.

Relationships.

Her relation to the cafeteria committee is a very close one—that of professional expert in real sympathy with the ultimate purpose of the cafeteria committee which is identified with that of the whole Association. She attends cafeteria committee meetings as a matter of course, but, like all good secretaries, tactfully absents herself from time to time.

Her relation to the general secretary is that of a member of the Association staff from whom the closest possible co-operation and loyalty is expected. The general secretary heads up the staff—she distributes praise and shoulders blame. The general secretary knows the results desired by the Association, and the cafeteria expert should know how to produce them; if they are not forthcoming the responsibility in the long run is with the general secretary.

Salary, vacation, and hours.

Salaries run from seven to possibly fifteen hundred, but in view of the fact that opportunities for expert work outside the Association are worth a good deal more it would seem that the justice of these figures should be given reconsideration. A first rate director can make several thousand dollars a year profit for the Association and it is worth a commensurate salary. **Vacation** should include a month in the summer and a week or its equivalent at another time or times. **Hours** should be organized on an eight hour basis. This may call for volunteer help in supplementing the supervision. Nervous prostration and unlimited cafeteria hours are closely related. Our ever willing workers should be safeguarded against their own enthusiastic selves by determined committee work.

Responsibilities include:—

Hiring of help; choosing them with great care in order that Association money may not be wasted.

Planning of help's duties so that all the needed work is covered in systematic, just and adequate fashion.

Purchasing supplies of the best grade, at best prices, in suitable quantities. Storing food in good order, and organizing the care of the store rooms, etc.

Keeping the subsidiary account books.

Preparation of menu.

Giving out supplies daily to the cook for her "day closet". This should be done literally by the cafeteria director.

Excellence in preparation of foods—seeing to it that the cooking is good.

Service of food—that it is perfect in all details.

General cleanliness—beyond reproach.

Ventilation—carefully watched.

Whipping up attendance by ingenious devices of different kinds—special attractions, publicity, decoration, etc.

• Checking and cashiering adequately planned.

Having in mind the fact that in the years to come the Association will look more and more to the cafeteria committee for the funds with which to carry on larger and larger work, it behooves the committee to make every conceivable effort to appoint only that individual whose antecedents thoroughly warrant the expectation of financial success. When enough able cafeteria directors are available there are many large and medium sized cities which can treble their general Association activities by operating **several** cafeterias on a good paying basis and turning the profits into the general treasury.

2. Checker.

Great care should be taken in the selection of the checker. It is essential that this individual shall have an alert mind; be very ready with figures and with inexhaustible patience and courtesy. More ill-feeling can perhaps be developed by the checker than by any other employee on the floor. A high and haughty air, or a "step lively" attitude, or a "take it or leave it, as you like" indication are entirely out of place at the checker's table. The attitude should rather be one of eagerness to know that everything is all right and anxiety to correct anything that might be wrong. In the case of very large attendance, running into a good many hundred at noon, it is desirable to provide two checkers, in order to prevent delay to guests in reaching their seats. Delay produces irritation, which reduces the attendance, and delay from whatever cause risks an unnecessarily empty seat somewhere, and this of course spells diminution of profits.

3. Cashier.

This person has the privilege of creating the last of a series of good impressions in the guest's mind. Her desire for speed and her sense of responsibility for the cash should not prevent her from expressing by her unmistakable courtesy that sense of hospitality which characterizes all true Association workers.

4. Other employees.

Remember that in connection with our employees, as well as in every other connection as a Christian organization, we gladly show forth our interpretation of Christian social obligations; fair wages for eight hours are a *sine qua non*.

Is it not true, too, that we are under a social obligation to take all the trouble and time needed to find just the right person for the vacancy.

Certain characteristics may be deemed essential for the cafeteria help:—good health and cheerful disposition; medium weight—the over heavy are slow, the over thin subject to “spells”; rejoicing, evidently, in soap and water and good grooming. Choose those who have quick-seeing eyes, and look you straight in the eye; who have thin hands and long fingers, and who move quickly across the room.

The chances are that care in securing these characteristics will reduce waste in food, breakage, and wear and tear on tempers and pocket-book all around!

Employ enough help—economise by increasing the attendance. Remember that the responsibility for giving work to an unsuitable, incapable person is yours, and that you have wronged both the work and the worker if, by your lack of judgment, she has spent her time and the Association has spent its money badly and she has failed. If, in spite of all precautions, you have made a poor selection do not hesitate to change, for the work and the person both suffer as long as square pegs are being made to fit round holes.

Living in or out—If household employment is to be put on a par with other occupations we can help it along by planning for our employees to live out (whether colored or white), and take this into consideration when determining wages.

Wages should be equal to the best prevailing in the city; in any case they must not be less for a full day's work than the amount recognized locally as a living wage.

Hours should be planned with real consideration for the help and should meet the eight hour standard. A twelve hour spell with four hours off is not acceptable to Association standards.

Meal hours for help should be definitely arranged. On no account should any of the help eat during any

of the rush hours. It is better to plan for them to eat before than after the rush hour.

Vacation may well be given at the rate of one week with pay for those who have been one year or more on the pay roll. Legal holidays or their equivalent in time should always be given. Sundays should be especially planned for if the cafeteria remains open, for each employee is entitled to some opportunity to worship in her own church. It is desirable to rotate Sunday work wherever possible.

Good times can well be planned for the cafeteria help at Christmas and other festival seasons. They are Association workers and should be remembered when entertainments and other opportunities offer.

Sickness—Be slow to deduct wages for real sickness. Where there is no possibility of margin, deduction means the reduction of a minimum for living expenses at a time when more rather than less is required. The merciful committee is not necessarily extravagant.

Promotion whenever possible! If a dish-scraper is smart, quick, and breaks very little, and you can do so, promote her to the charge of dishwashing! If one of the steam-table servers is especially able, promote her to head of the table, and so on. Watch for a chance to promote—promotion oils many wheels and arouses ambition. Promotion justly earned becomes a moral obligation in the payment of which the socialized conscience of the Association cannot default.

Appearance for the entire pay roll, during all duty hours—towards the end as well as at the beginning:—

Hair—Clean and tidily arranged.

Skin—Clear of all indications of poor health, no spots, blotches, patches nor powder.

Expression—Contented and willing.

Mouth—Corners turning up rather than down.

Hands and nails—Clean and well kept.

Feet—Neatly shod.

Dresses and aprons—Neat, washable, and clean.

Chart the workers' hours, duties, and relationships. It is a good plan to take a large sheet of paper and chart down the relationship of each individual on the pay roll to the person above and below her. Then chart out each employee's hours and duties, showing at a glance just what each person is expected to do at the different hours of the day.

VII. The Cafeteria Menu.

The Cafeteria menu! Even the most loyal among the best of our friends, and the least desirous of finding fault, can hardly refrain from a lifted eye-brow or a subdued groan at the vivid picture the term at once calls up of an endless year-in-year-out round of starchy, and still starchier food! A knowledge of the chemistry of foods, of the psychology of the immature mind, a sense for color schemes as well as good business sense, and much else, comes into play in determining the menu.

When the clientele is busy with heavy physical work a substantial menu with body sustaining power must be offered; where the day's work demands eight hours of steady brain work the majority will want a menu of a less bulky character but yet of nourishing value. Most Association girls have travelled far beyond the doughnut and coffee stage in luncheons. They know better because we have taught them. Now, having taught them the value of a substantial meal let us develop in them the desire for a well-balanced ration, not by exploring with them the meaning of technical terms in the chemist's vocabulary, but by demonstration on a separate menu board headed in some such fashion as this, "A Perfect Meal for the Physically Fit" and the printing of sample balanced rations.

Keep the full menu day by day in the Menu Book and alongside it the Balanced Ration suggested by the management. A little study will prevent the present appalling run on starchy foods to be found in so many Association cafeterias:—beans, rice, potatoes, macaroni in the same menu, day after day, without variation, are enough to ruin the digestion and the appetite of the strongest.

Buy what is in season, and buy what people want as well as what you want for them. Offer what you want to **sell at the price they can pay** or you had better shut up shop. Do not put all your best sellers on one day's menu.

Plan for variety in cooking. For instance, avoid having all white sauces one day—white sauce for the fish, white sauce for the vegetables, and a white sauce for the dessert. This spells monotony. Plan your sauces and vegetables to go with the meats—mint with lamb; green peas with lamb. Offer two kinds of gravy where pos-

sible—thickened and unthickened. The more variety in tempting looking things, the greater the receipts. Be as careful in making the cheaper dishes as the expensive one. A cheap dish can look as appetizing as an expensive one. Hash, though put through a grinder, should not look mushy and soft. Rather than change prices when food goes up, change the manner of serving or preparing. Follow the seasons closely and offer those things which are plentiful. Make a special point of having good tea and coffee.

Watch the scraping table for an indication of what your guests do not like. The third time a guest sends away her plate without eating her portion of a new dish, remove that dish from the service table, find out what is the matter with it, try it in an improved way and if it is again rejected, never serve it again. You cannot force new dishes on the public, but it can force you to put more skill into flavoring and cooking if you are open to a hint.

As soon as a meal is over consult the cook about the use of **left-overs**, and the preparation of next day's menu.

A real study of the psychology of cafeteria salesmanship:—What color scheme will attract the fancy? A sprig of fresh parsley decorating the cold meats? A slice of pimento over a salad. A ripe olive on a plate of egg salad, the olive against the white of the hard boiled egg? A red radish or two on a plate of cheese and lettuce salad? Paprika sprinkled over a serving of cottage cheese. What tempting detail will cause the saliva to flow? A slice of lemon on a plate of chicken? A snow white boiled onion with a steaming hot roast? A scattering of dry chopped parsley over a bowl of bean, pea, or potato soup? Yes, indeed, and many other clever details, easily thought out by a wideawake director, or a clever chef.

New names for old dishes. One expert says, "I have discovered that new names for old dishes are a great drawing card. The girls wonder what the dish may be and at once want it. By adding a red-pepper or a different vegetable you can change an ordinary stew to a French or German dish, and by using brown sugar instead of white, etc., you will discover many ways of giving a new relish to an old dish and making a pleasing variety to the bill-of-fare, which the public much enjoy".

Association cafeteria prices have been as follows for years:—

Soups, 5c

Meats, 8c, 10c, 15c.

Vegetables, 5c

Salads, 5c

but, owing to the extensive rise in prices it may become necessary to raise these time honored charges. Before raising prices we need to be perfectly sure that all possible leaks have been safeguarded. We need to be very sure that the storeroom is not at anyone's mercy day or night; that the buying is expertly done; that the menu is the cheapest which can be thought out; that the help are putting in fair day's work for a fair day's pay.

Remember that just prior to pay day the pocket-book is comparatively empty. Offer, then, the cheapest and most substantial things you sell. Help the girl along—the road she travels is hard enough anyway!

Keep up a persistent search for **new dishes**. Dig them out of the new cook books. Do not be afraid of losing your cook. Your first call is to please the guest; you hire your cook to enable you to do this. If she dislikes the trouble involved in the preparation of unfamiliar dishes she is not an Association cook, and you had better look for the right one who will aid you in varying the menu. Change of menu is always more needed in the spring of the year.

Plan the menu then with these points among others in mind:—Balanced Ration, variety from day to day, color scheme and salesmanship, good business. For most cafeterias it is enough to offer one soup; one hot roast; one cheaper dish such as stew, liver and bacon, hash, etc.; one kind of fish; potatoes in some form, or their equivalent; two other vegetables—one grown above and one grown below ground; two or three kinds of salad—lettuce, vegetable, cheese, fruit, etc.; two kinds of pie; one or two other desserts—pudding, stewed fruit, etc. Cakes and ice cream when needed. Drinks will include buttermilk, milk, cocoa, tea, and coffee.

Short orders should not be attempted on the Association premises. They are too difficult, cost too much in labor, and are not in the cafeteria class.

VIII. Service.

The cleverness of the manager is perhaps more severely tested by the problems of service than by any others.

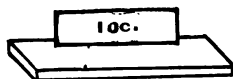
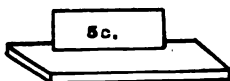
One of the characteristics of clever management in the cafeteria is the absence of **noise**. Whether from the slamming around of dishes and trays by those who serve the public at the steam table, or by those who clear the dishes away, or by chatter between the help, or the slamming of doors, and the grating of chairs on a stone floor, or noisy use of utensils in the kitchen—expert management reduces noise by every conceivable means, and takes a lot of trouble in the effort. A monthly talk to the help should always include a paragraph on the art of securing quiet service. When five people behind the steam table noisily flop three or four plates on each of two or three hundred trays, the aggregate noise resulting from this waste of energy tends to reduce the appeal in the Association's hospitality. It is just as easy to put the dish on to the tray quietly as not. A great deal of the noise which comes from the dishwashing and scraping table can be checked by the management, and will result in a decided decrease in breakage and chipping.

Noise can be prevented to a remarkable extent by skill in choosing intelligent, neat-handed, refined employees, and by discipline every hour of every day that they are on the payroll. Clatter is unpardonable when caused by clumsy handling of dishes at any point whether out of the dishwashing room or in it. Cutlery should not be thrown about, nor dishes aimed at one another. Extra skill in handling dishes quietly and minus breakage and chipping is a good argument for a raise in wages. Loud talking or calling to anyone is not excusable. Noise at the dumbwaiter or anywhere else is not essential to cafeteria service, and is the sure ear-mark of poor management. If trucks are used see that floors are smooth and that wheels are rubber-tired or that casters are ball-bearing and finished with rubber.

Speed at the counter is another characteristic of good management. This demands intelligence, close attention and deftness from the employees and the use of just the right sized spoons, ladles, forks, knives, etc. Provide spoons or dippers for each item which will measure at one filling, the amount to be given for each helping.

Teach the servers the trick of freeing the spoon of its contents with one motion instead of several. Teach them to be alert and on the lookout for the next order from an on-coming guest. The line will travel fast or slow according largely to the attitude of the servers. Teach servers to place the dishes methodically on the trays. Show them how to make the combinations fit the tray. All this helps to speed the guest comfortably on her way to a table.

Much delay will be avoided if prices of salad and pie and other food can be clearly indicated on the counter to the guest. This can be done by putting all five cent pies in a section alone, headed by a small card on a small but heavy stand, the whole thing not rising higher than two and a half or three inches, thus:—



Menu board. The printing on the menu board cannot be too large or too bold. The least difficulty in reading the items delays greatly the progress of the people along the steam table line. It is possible that it would speed the public in its decisions if a small card could be placed in front of the one, two, and three cent items, indicating their prices. It causes unnecessary delay to have a girl study the whole menu board to find out whether the pickles are three or five cents, and oftentimes rather than do it she will forego taking the pickles and thus reduce the sales of the department. The same thing applies to pies, or salads, where different prices prevail.

Heat for dishes and food must always be available. Good cooking served up on cold dishes in chilled portions spells sure failure. A well-cooked potato served up on a cold plate is a joyless feast, but a poor soup in a hot bowl brings some comfort on a gray day, and who shall describe the satisfaction of hot coffee in a hot cup or of tea made in a heated teapot? Steaming hot food on noticeably hot dishes will add rapidly to the manager's reputation and the cashier's receipts.

Portions must be equal in service and adequate, and must be determined in the light of common sense and competition. Quality carries little weight as a rule in the cafeteria world compared with quantity. Quantity,

as determined by competitors in general, rules; quality should be our specialty in addition to quantity. **Half portions** are troublesome to serve and cause much questioning. Combinations of the fifteen or twenty cent meat, vegetable, and dessert order do not properly belong to cafeteria service. They may interfere with sales in general. Better keep to the regular cafeteria plan of charging for each item.

Cleanliness in service is a sure sign of good management, and should be patent to everyone.

Steam table and covers while in use should be kept wiped off with a clean cloth.

Shelving should, even at the busiest time, be clean and orderly, minus crumbs or fingermarks. Each item in its place and looking well when there.

Dishes must be free from cloth marks, fingermarks, bits of lint, or signs of dust, and should be free from drops of gravy or splatters of vegetable when handed to the guest. The serving should be so neat that there is no need to wipe the plate free from drops of gravy, or straggling vegetable.

Urns should be bright and well-kept all over—not only where the guest is likely to look at them.

Uniforms and caps of white should be provided for the women, and white coats for any men in the public part of the work. Clean white aprons of the same pattern for all the women, and aprons for the men should also be provided. The director will of course provide her own white costume of the simplest fashion and spotless condition.

Cloths for wiping up around the steam table and service room should be at hand, and a handy place provided in which to stow away the soiled one when a fresh one is taken. Be generous with all the tokens of extreme cleanliness.

Handling of foods at service counter must be done with gloved hands and with suitable tools as far as may be possible with much ingenuity and good will! The public greatly dislikes to see food fingered by even the healthiest looking server at the counter, and cafeteria standards demand that every effort be made to avoid doing this. A special word about this should go to the salad and pie counter. Breads should be given out by gloved hands and plenty of clean white cotton gloves should be available.

IX. Cleaning.

Cleaning.

Where should we more surely expect to find spotless town than under Association management? For the benefit of those who would if they could be known for superb management under the head of cleanliness in general, the following paragraphs are printed:—

Ceilings when about to be kalsomined should be thoroughly washed off (sometimes they must be scraped when the deposit is heavy) in order to prevent flaking and discoloration. When painted with lead or oil, they should be washed with ivory soap and luke warm water, as per method given below for painted walls.

Walls are sometimes finished with cold water paint, which leaves a dull, rough, unwashable surface. These should be kept well brushed down with a perfectly clean hair broom on an extra long handle to which clean cheese cloth covers as dusters can be tied on at frequent intervals. If these dusters are used too long on this delicate finish they will ruin the wall with smears. Dust the walls frequently. When the finish has been made with a good coat of lead and oil, wash the walls in the following way after dusting them down:—

Take a pail of luke warm water (not hot), a cake of ivory soap, and a soft flannel cloth and wash the full length of the wall in horizontal strips about three feet wide. Begin at the bottom and work the horizontal strips one after another until the ceiling is reached. Mark this well—after washing a patch say about 3' square, take a second pail having clean lukewarm water in it, a clean sponge and rinse the patch free of soapy water, squeeze the sponge very dry and mop the patch well, then take a clean, soft, white cloth and wipe gently. Remember that elbow grease is not needed; careful work by a light hand is all that is required to bring the surface to good condition again.

In large department stores an application of starch to clean newly painted walls is used under the following method, and found very economical;—

After the usual finish of lead and oil, the last coat of which should be stippled, apply one coat of starch protection, the same to be stippled. Boil the starch in a

small amount of hot water until perfectly transparent, which should take about ten minutes. Cool the starch and thin out with water to the consistency of cream, so that it may be handled with a brush and then applied on the wall, like paint, stippling with the brush just as if it were paint. This starch protection will last from one to four years, depending upon how dirty the walls become.

When it is desirable to clean the walls remove the starch coat by washing the wall with warm water mixed with washing soda, in the proportion of not more than one teaspoon to two gallons of water. (A soap may also be used, but care must be taken to use only the floating soaps, sufficiently dissolved in the water to form light suds. Soaps which sink are too strong and would have an after effect on the paint of the wall underneath the starch coat.) The water should be warm and the washing soda thoroughly dissolved. A sponge should be used with which to remove the starch, and the walls should be dried with a soft chamois skin or soft cloth.

It is extremely important in removing the starch to proceed in the opposite way from painting the wall; that is, to begin at the bottom and go upward to the ceiling; also be sure that the washing once begun on the wall should be completed before stopping the operation. These precautions will avoid those stains which happen if drops of water fall from washed portions above upon unwashed portions below, which forms spots in the paint underneath the starch. The No. 2 Giant Powder Soap made by the Rome Manufacturing Co., 661 Peoples Gas Building, Chicago, Ill., is said to be good to use when removing starch from lead and oil. This treatment, it is said, will prove very satisfactory and cost less than a new coat of kalsomine, and of course a great deal less than a new coat of lead and oil.

Woodwork—Take the advice of your local painter as to which method to use in cleaning your woodwork. For unvarnished wood a good rub down with bees-wax and turpentine of the consistency of soft soap is very beneficial. A good rub with linseed oil and soft cloths works wonders.

Cafeteria floors—When these have to be cleaned be sure that the scrubwoman does not stack up chairs on

the table tops, for both chairs and table tops will show wear and tear. Much damage can result from the daily hasty handling of furniture in this way. When a large enough floor space has been cleared of chairs and tables, if the latter are not too heavy to move, have the cleared patch thoroughly swept and then scrubbed or washed, waxed or oiled (according to the character of the flooring) in patches not larger than the length of the easy sweep of the arm of the individual who is doing the work.

There are three secrets in good scrubbing:—one, to take a small enough patch to enable the full muscle power to be developed upon it and to avoid a neglected margin between the first patch and the second patch where it has been hard to reach; two, to scrub with and not across the grain of the wood; and thirdly, to rinse up with perfectly clean water. If the tables cannot be moved, see to it that the scrubwoman does not slop up the base with more or less splashing and also that she takes the time to dig out around the legs and in the angles of the pedestal, if any.

A neglected floor stamps the management of the cafeteria quicker than almost any other outward and visible sign in that domain.

Wood finish, if oiled, should be thoroughly washed after sweeping, and re-oiled once in a while to get rid of dark spots and coagulations of oil and dust. If **varnished** with Spar varnish they can be washed over and over again without damage.

Linoleum (battleship) should be washed up same as walls for best results.

Tile (white) can be kept as white as snow by the following method:—Daily wash with a high class soap (the cheaper grades will burn it brown) and scrub with a good, closely built scrubbing brush, wipe up the soapy water thoroughly, rinse the patch as soon as finished with clean, clear water, and wipe dry with dry cloths. When neglected tile, badly discolored, must be cleaned, in addition to the soap scrub give it a good scrub with powdered pumice-stone and a stout cloth. Nothing else will be required. Pumice can be bought at the drug store.

Wax finished floors take a good deal of care. A dry mop should be passed over them at frequent intervals—it will take up a good deal of dust and grit which should not be tramped into the wood. Wash up all bad spots with very soapy lukewarm water as often as may seem necessary—once in six months, once in four weeks, or once a week, according to circumstances. Set a man to work as follows:—

Thoroughly sweep with hair brush; then wash up bad spots; then on hands and knees apply a soft mixture of beeswax and turpentine—rubbing it on, with the grain of the wood, using a stout cloth. **The less wax used the better the result**—a very little goes a long way.

When a patch about 6 ft. long and 4 ft. wide has been rubbed with wax, bring into play upon this patch a home-made rubber. Instead of paying four or five dollars for a floor brush which will soon be out of commission, take a strong, well-made wooden box about 6 or 8 inches square by 5 or 6 inches high. Fill this with a heavy stone, or an old flat-iron and sand; when full screw on a lid. To one side of the box screw on one-half of a 3 or 4 inch strap hinge; to the other half of the hinge screw a specially made flat handle about an inch and a half or two inches wide by one-half inch thick and perhaps 5 ft. long. Now, having covered the bottom of the box with old carpet or old heavy goods of some kind, by nailing it securely to the sides of the box, set a man to work swinging the contrivances as a polisher up and down the waxed floor until the surface is obviously well rubbed. A thoroughly satisfactory result will ensue.

Between the times when the above method must be pursued, have the damaged parts of the floor gone over daily with the polisher—a few flings up and down will be all that is necessary providing dirt has been swept or washed off first. Large spaces can be quickly worked into good condition by this method.

This is not an expensive process. A dollar's worth of beeswax bought in blocks at the paint shop, melted and thinned with turpentine (to the consistency of soft soap when cold) will fill an old gallon saucepan, and do a vast amount of work.

Furniture, with natural wood finish, can be made to look like new by a good rub with beeswax and turpen-

tine, as above, after having been well dusted. For willow furniture, use salt and water for cleaning. Apply with a brush and rub dry.

Windows—To remove paint or varnish from glass, dip a rag covering a sharp edged piece of wood or a putty knife, or an old chisel, into boiling vinegar (or as near boiling as it can be used at the window) and rub on the spots and they will easily scrape off. For ordinary cleaning use clear water, and a good leather and clean dry cloths for polishing.

Silver Cleaning—The following is extracted from United States Department of Agriculture Bulletin No. 449:—

“The details of a satisfactory method for household use are essentially as follows: An enamel or agate ware dish should be partly filled with a cleaning solution of 1 teaspoonful of either washing or baking soda and 1 teaspoonful of common table salt to each quart of water and placed directly on the stove to boil. A sheet of aluminum or clean zinc should then be dropped into the dish and the tarnished silver placed in contact with this metal. It is best that the silver be entirely covered with the cleaning solution and that the solution remain at the boiling temperature. As soon as the tarnish has been removed the silver should be removed, rinsed in clean water, and wiped with a soft cloth.

Aluminum corrodes quickly in the cleaning solution, so that aluminum dishes of any value for culinary purposes should never be used. Aluminum ware, which would otherwise be thrown away, or any inexpensive piece of the metal will serve very satisfactorily for cleaning silver. Zinc may be used in place of aluminum, but it becomes corroded and inactive in a much shorter time. Unless it is possible to obtain a strong acid, such as muriatic acid, in which the activity of the zinc may be frequently renewed, it is inadvisable to try to employ this metal in the electrolytic method for cleaning silver.”

Another suggestion is the use of paste made up of powdered whitening, ammonia, ether, and water. And another is the well known Silicon Powder.

Knives—Be careful not to put the handles of steel knives into very hot water. On a 6 inch board nail tightly stretched, a 7 inch strip of leather bought at a

saddlers; powder the leather-covered board with powdered bath brick and rub the steel knife up and down the length of the board with good will. A new steel knife will result. Sapolio will clean the steel knife, but will not polish it.

Aluminum trays, pots, and pans. To clean the same, use any good soap with hot water. Washing powders or soaps containing much free alkali are unsuitable for the purpose, and leave the trays with a dark, leady appearance. Occasionally polish the trays by rubbing with No. 0 steel wool which has been well soaped. Use hot water for washing the trays, as they will then dry off well and you reduce the amount of the black substance which rubs off the tray. If possible, stack the trays in racks separately, so that they may be permitted to become perfectly dry. Very little trouble is required to keep aluminum trays in first class condition. Do not try Dutch Cleanser on them. Whitening and Silicon will give fair results.

Agate ware if boiled with common washing soda, will be freed from all deposit inside or out.

Copper—To clean copper, use salt and vinegar. This is the easiest and the cheapest method known; or rub the surface with lemon skin and salt. Wipe the surface quickly and rub with a dry chamois skin.

Brass—The great desire is to obtain a dry bright polish as the result of labor. Vinegar and salt can be used. Putz paste (not liquid) will guarantee results if a good brisk rub with a clean dry cloth finishes the operation.

Nickel—Use ivory soap, hot water, soft cloth to wash with first; then polish with dry soft cloths.

Dishes—Alkali and very hot water ruin the glaze of good dishes. As a rule soap is used with notable extravagance in the washing of dishes. Water soft enough and hot enough to cut the grease is all that is really needed if the drying is to be done by hand. The secret of obtaining the ideal results, that is, a plate free from deposit or streaks of any kind, is to finish the washing process with a good rinse in hot, clear water.

Garbage cans—Insist on each can being washed inside and outside as clean as a plate, each time it is emptied; then stand the clean can bottom upwards until needed. To clean galvanized iron cans, use an old whisk broom

and some soft soap. Do not waste soda on it. If the can gets dented, have it straightened.

Ranges—To clean ranges, wipe off the top with a greasy rag, after the frying stage. To remove heavy, thick coating on heavy iron or steel, burn it off and use a putty knife vigorously. For ordinary cleaning, use straight kerosene, plus elbow grease and a good putty knife. This will remove everything. Then wipe over with crude oil, or olive oil, that is spent as following:— $\frac{3}{4}$ oil, $\frac{1}{4}$ kerosene. (Do not use cotton-seed oil, as this dries on like a sticky varnish). Thoroughly wipe off the range, then rub thoroughly dry and keep the stove top greased.

To clean parts of the steel trimmings, use fine emery paper. Remove nickel parts once in a while and boil in sal soda for just a minute. To clean heavy iron parts, pots or pans, use one-third vinegar at about thirty cents a gallon, and two-thirds water, and boil them out. This is also good for waffle irons and griddle. This mixture is not so hard on them as sal soda. Grease well again before using.

Sink traps should be rinsed down every day. Pour a little soap powder down through the strainer, then pour a kettle of boiling water on top of it. This should be done the last thing at night, when the sink has finished its day's duties.

Enamel sinks and basins—Hand Sapolio on a soft cloth will clean well and remove stains without damaging the fine finish. Beware of the strong cleaners or the coarse white brick cleaners. Porcelain finish is easily scratched.

To exterminate flies—To get rid of flies, close the kitchen windows; add 14 teaspoonfuls carbolic acid (poison) to a pint of water, and allow it to boil vigorously for five minutes while you leave the room and close the door. Then raise the windows and the flies that are not dead will fly out. Doing this once or twice a week will rid the room of flies and destroy other germs which may be in the room. One should not remain in the room while this is going on, as the carbolic fumes are injurious if inhaled.

Water bugs greatly dislike cucumber. An expert advises placing bits of cucumber where the water bugs show themselves.

Roaches—Opitz Phosphorous Roach Paste, spread upon thin slices of fresh potatoes distributed generously where the roaches can reach them, is a clean and not unsightly way of offering instantaneous death to the multitude.

Rats—The best way to get rid of rats is to starve them out. Plan the care of your provisions so that they cannot get at them. If rat traps and mouse traps are used, they should be boiled after each service.

Curtains—To wash muslin curtains, boil two quarts of wheat bran in six quarts of water for a half hour. Strain the same and mix it in the water in which curtains are to be washed. Avoid the use of starch and soap, unless the curtains are very soiled. Rinse lightly in clear cold water and your curtains will have the sheer look of new goods.

Dish towels—To keep dish towels in good condition they should receive the following treatment daily:—washed, blued, rinsed, rung, shaken, and sunned. If the latter is not possible, hang them out where currents of air can blow through and sweeten them.

Brooms and mops—Corn brooms will last longer if washed clean, say once a week, in lukewarm soapy water; then rinsed clear and hung from the handle end to drain dry. Hair brooms would also last longer and do their work more effectively if given the same treatment from time to time.

Mops are hard to keep sweet. A cloth mop seems to be the best, as it can be unfolded and dried after each use.

Waste paper—To help you to keep the whole cafeteria floor space neat and clear of papers of all kinds, buy a waste paper baling machine, costing about \$25.00. This will enable the Association to bale and sell its own paper. The result is well worth while. The proceeds are rightfully an Association asset.

X. Business Administration.

The cafeteria on one important side is a business venture and must be run with good business method.

Ginger jar departmental finances have caused, and are causing confusion and heartburn, though they are fortunately becoming more and more a thing of the past.

"As the result of long experience, it is felt that there should be but one treasurer, one banking account and one set of books, covering the needs of all the departments in the Association. Ginger jar methods by which each department finances itself independently of any other and of the Association as a whole, should not be tolerated, and reference to the explanation of the budget system will make it quite evident how unnecessary and unwise such elaborations of method really are." (Association Finance.)

"Money-making departments. It is right and proper that certain departments should make money for the support of the general work if this can be accomplished without curtailing the extent of its work for girls. The cafeteria should undoubtedly be a money-maker and a good one, and it should accomplish this while remaining strictly within the cafeteria class as to prices charged and character of service and surroundings. With experienced management, good wages and reasonable hours the Association cafeteria is a valiant right hand for the Finance Committee, for it is the Association's one great legitimate source of revenue." (Association Finance)

(1) Payment of Accounts.

- (1) "Monthly statements to date. Each tradesman should be instructed to render a monthly statement of accounts. The order blank should contain instructions to that effect. Accounts should not be paid until the monthly statement to date has been checked up with all delivery slips."
- (2) "Accounts payable should be O.K.'d by the persons ordering, as to details and prices; by the chairman of the finance committee, or her deputy, as to settlement of account. (The treasurer should not be asked to O.K. her own spending power)."
- (3) "Signatures and prompt payment. The treasurer should sign, and the chairman of the finance committee (or other officer approved by the Board) should countersign checks drawn by the bookkeeper in payment of duly certified accounts. It is not considered good business method to sign blank checks in advance. Bills should be paid promptly at the beginning of the month, and discount for prompt payment secured if possible." (Association Finance—page 56)

It is therefore obvious that all accounts are paid from the business office of the Association. The cafeteria director is of course provided with an adequate amount of spending money for cash payments.

- (2) **Monthly report to the board of directors**—(See Suggested Constitution, Article II, Section 6). "The treasurer shall present to the Board at each regular meeting a statement of receipts expenditures, and bills outstanding, and at the annual meeting a general report covering the receipts and expenditures of the year. At the close of the fiscal year the treasurer shall see that the books are examined and approved by the auditor appointed by the Board of Directors, and that his certified financial statement is presented to the annual meeting." (Association Finance—page 56).

* For sample form of a monthly statement see next page.

- (3) **Bookkeeping**—The cafeteria books should be kept by the cafeteria director. They should head up into the general accounts of the Association kept by the Association bookkeeper.

The following suggestions are made for the help of cafeteria directors in the matter of keeping cafeteria accounts in a fashion which will make the financial situation plain to all concerned and make it easy to study the relative expenditure on the different items. It is suggested that the column headings be used precisely as they are indicated. As the months and the years go by it will be of real value to know what the percentage of total expenditure is on meat, on fish, on fruit, and vegetables, and wages and salaries, and so on, in relation to attendance. These percentages will help to set standards towards which less successful Associations can work. For those who value co-operation from others we suggest that they have in this way an exceedingly worthwhile chance to prove that appreciation and to co-operate for the benefit of everyone else as well as for themselves.

For those who greatly dislike to use two books it will be possible to print all of these columns on two pages in one book, but the width will necessarily be three or four inches greater than is customary in a bookkeeper's outfit. It is probable that the ma-

Receipts.

Meals	00,000.00	
Candy	000.00	
Specials	000.00	
Sale of garbage, grease, bones, etc.	000.00	0,000.00
	<u> </u>	<u> </u>
		00,000.00

Expenditures.

Food	0,000.00	
Wages	000.00	
Salaries	000.00	
Rent and Insurance.....	000.00	
Laundry	000.00	
Electric Light	000.00	
Fuel (Coal and gas).....	000.00	
Telephone	000.00	
Ice	000.00	
Repairs (painting, plumb- ing, etc.)	000.00	
Renewals and new equip- ment	000.00	
Removal of garbage.....	000.00	
Cartage, freight	000.00	
Publicity	000.00	0,000.00
	<u> </u>	<u> </u>
Cash Balance		0,000.00
Stock Balance		000.00
		<u> </u>
Total on hand		0,000.00
Less unpaid bills:— (listed in detail)		
	000.00	
	000.00	
	000.00	000.00
	<u> </u>	<u> </u>
NET BALANCE		0,000.00

majority will choose to use two books with distinctive color in the covers—one for the statement of receipts and attendance, and the other for the statement of expenses.

The suggested headings and ruling for the Receipt Book are as follows:—

"Paid into bank or into Association office."

Into this column is entered daily the total receipts as turned over to the Association office or paid into the bank.

"Date."

Enter under this heading the date on which an amount was paid into the bank or to the Association office, or the date on which receipts of one kind or another came in.

"Particulars."

Under this column enter any special information regarding the receipts.

"Total Receipts."

Under this column post the entire receipts for the whole day, and in the succeeding columns analyze the total receipts for the day under

Morning

Noon

Evening

Candy Specials

Departmental and Club Suppers

Sale of garbage, grease, bones, etc.

Boarding Home Payments in some Associations it is customary for the girls in the boarding home to buy their own food at the cafeteria and merely pay rent to the boarding home; in others, room and board are paid to the boarding home and allowance paid to the cafeteria from the boarding home for each girl eating in the cafeteria.

"Attendance and Average Ticket."

In the columns of the Receipt Book thus headed, certain statistics can be kept showing the attendance

Date

**Paid into
Bank or to
Association**

morning, noon, and evening, and the amount of the average ticket, and the value of the average ticket for the day.

"Remarks."

A statement should be made of any interesting fact which would account for large receipts or a great drop in receipts. A heavy blizzard might have occurred, or a convention have been in town, and so on.

It is obvious, of course, that the sum total of the analysis cash columns equals the sum of the "Total Receipts" column. At the end of the month a line is drawn across the cash columns in black ink, and below the line the total of each column is entered in black ink. Below the black ink totals a double black ink line is drawn, closing the account for the month. The record of receipts for the next month is then begun. At the end of the second month the black ink totals for that month are entered, and below them the red ink totals of the preceding month are brought forward. A black ink line should then be drawn across the page and the gross total for the two months entered in red ink. At the end of each succeeding month the gross total of the preceding months should be added to the total for the current month.

At the end of the Receipts Book a **summary page** should be opened. Under the column headed "Particulars" the name of the month should be written and along the same line the total receipts for that month and all the other total figures for that month should be posted in black ink in their respective columns. If this is done each succeeding month a bird's-eye-view of the record for the year can readily be had, and increase or decrease can easily be watched.

The **second book** with its distinctive cover should be devoted to a record of the **expenses**. The sample ruling and headings are as follows:—

"Date."

Into this column should be entered the day of the month on which the record was made.

"Particulars."

Into this column should be entered the name of the firm to whom money was paid.

"Total Receipts."

In this column enter the total amount of any one expenditure or group of expenditures. And in the **analysis columns** to the right of the Total Expense column, analyze under the appropriate headings the entire amount appearing in the Total Expense column. The procedure outlined for the Receipt side should be followed at the end of the month, in regard to the addition of the columns, carrying forward of their monthly totals, and the summary at the end of the book.

Cafeteria Store Room Book:

Too much emphasis cannot be laid on the importance of keeping a stock room book. A good cafeteria director and a clever committee should wish to be in the position of knowing at a moment's notice how much and the value of any given article in the store room at any date, whether it be the first or fifteenth of the month. For this purpose some use a loose-leaf ledger, others prefer a card index. In either case, whether on the card or whether on the loose-leaf, the name of the item, say tomatoes, should head the page which is printed with a debit and credit side. As fast as goods are received, they should be entered on the receipt side, and as fast as they are given out on the outgoing side. The difference between the two sides is the amount, and the value of it, on the shelf.

We need to realize that the store room is, as it were, the Association's bank, for a relatively large amount of money is stowed away on its shelves in one form or another, and as much conscientious care should be given to the money on the shelves of the storeroom as is given to Association money in the bank by the bank's officers. These men do not dream of leaving the Association's money open to first comers to handle. No Association officer should dream of leaving the storeroom open to the possibilities which are obvious when the door is not locked and the key is not in the possession of the director.

Once a month an inventory of the entire contents and their value should be taken and the figures quoted in the monthly report to the cafeteria committee.

- (4) **Checking system.** Many methods prevail for recording the sales from the serving counter:—

Pencil and pieces of paper—bad from every point of view; open to errors—ignorant or wilful; liable to be lost or destroyed, or changed to match up with cash in totals; thoroughly unbusinesslike.

Celluloid or metal checks—unsanitary and unsatisfactory; easy to manipulate in a number of different ways by unscrupulous guests and by an unskilled or dishonest cashier.

Cash register as checker is open to many objections. In this plan the individual, called the checker, counts up the value of the tray; rings up the amount on the cash register and hands a check from the register which has automatically printed the value of the meal on the ticket, to the guest. If the guest wishes further service the first ticket she was given is taken from her by the checker, the increased amount is rung up on the machine and the second card for the larger total is given to the guest, who pays the cashier at the door before leaving the premises later on. Now, what becomes of the first check for the smaller amount? It ought to be poked through a slot into a locked box and the sum total of these returned checks deducted from the total shown by the machine at the end of the day. But it often happens that this is not done and the checker is constantly fussing with the returned checks to try and place them with a new customer whose tray matches the ticket, thus the amount having already been rung up it is not rung up a second time and the guest knowing nothing of all these intricacies wonders what the game is and who is benefiting by it!

A method devised to do away with this handling of returned checks calls upon the checker to punch an agreed-upon sign on the two tickets at one time, which enables the cashier to call for two tickets from that guest, but if the cashier is not wide awake, or stressed by the crowd, she may not notice the punched signal, and the guest may therefore get away by paying only the lowest amount punched on her tickets and destroy the higher ticket at her leisure.

The punch check system is the best available as far as long study shows. The recommended plan is as follows, and success depends on adhering to it in all details:—

Outfit required:

- a. National Cash Register No. 1542892 (736), costing \$285.00 less 5%, is in use at the National cafeteria on 36th Street, New York City.
- b. Tickets numbered serially at the printers and laid out as follows:—

A 013955**Y.W.C.A. CAFETERIA**

5	17	29	41
6	18	30	42
7	19	31	43
8	20	32	44
9	21	33	45
10	22	34	46
11	23	35	47
12	24	36	48
13	25	37	49
14	26	38	50
15	27	39	51
16	28	40	52

- c. A punch.
- d. Table and chair for checker.
- e. Table or counter for cashier.

Method of operation.

The plan calls for the printing of checks (numbered consecutively by the printer) bearing the name and address of the cafeteria, with figures running from one cent to fifty-three cents.

At the beginning of each day the business secretary or bookkeeper hands to the checker a bundle of checks, making a memorandum for herself of the inclusive numbers given out. After the tray is valued by the checker, she punches the price on the printed

check and places it on the guest's tray. If the guest returns to the counter and obtains something further the increased total is punched on the same check, which will then appear thus, say:—

A 012608

Y.W.C.A. CAFETERIA

5	17	29	41
6	18	30	42
7	●	31	43
8	20	32	44
9	21	33	45
10	22	34	46
11	23	35	47
12	●	36	48
13	25	37	49
14	26	38	50
15	27	39	51
16	28	40	52

Having eaten her meal the guest pays the cashier (located near the exit of the cafeteria), the highest sum punched on her check and this is immediately rung up on the cash register and can be verified by the guest.

At the end of the day the **cashier** hands over to the bookkeeper all the receipts of the day with the cash register statement of total receipts and the punched checks; at the end of the day the **checker** returns all unpunched checks to the bookkeeper. The bookkeeper is required to see to it that she gets back all the checks, whether punched or unpunched, which she handed out at the beginning of the day. The next day a new record is made of the checks handed out and the same process is gone through. This is the system commercial undertakings are using as the safest that they can find.

For the large majority of customers the ticket covering amounts up to fifty-three cents will be

adequate, but for the small demand for figures higher than fifty-three cents a blue pencil may be used with which to mark in large figures the total of the ticket across the printed face.

The following method is suggested for recording the numbers of checks given out and returned under this system:—

Date	Given Out	Returned	Returned
		Punched	Unpunched
May 3	1—459	1—206	207—459
May 4	207—500	207—450	451—500
May 5	451—750	451—700	701—750

- (5) **Buying.** It pays well to take much trouble and spend much time seeing to it that you buy the best possible for a given price. Experienced directors urge that buying should be done **by weight** as the fairest and most economical. The Association cannot afford to pay for air space in package goods.

Buy in quantity at wholesale rates as far as possible, as this saves time and bookkeeping. Pay cash and get the benefit of discounts.

Weigh all deliveries as received. Have your scales officially corrected.

Trade with one dealer, but check up his prices with others. (Local conditions may determine that exception had better be made to this suggestion).

Avoid ordering through the telephone. The tradesman, if he wants to, can get rid of a good deal through your carelessness in not actually seeing his stock and choosing for yourself. The really thrifty housekeeper always "goes to market". It pays to make the time for this. The freshest and cheapest can only be determined by your own powers of observation on the spot where comparison is possible.

Don't be afraid of your tradesmen. They want your trade.

Pay the price needed for good service and insist on getting it. The low price is not always the economical one.

Insist on cleanliness of handling in store and on delivery. If possible avoid purchasing where food is exposed.

Study local Board of Health and Board of Trade laws, and bring about obedience to them where your influence counts.

Insist on dated delivery bills made out as follows:

48 lbs. chicken at 15c.....	\$7.20
not merely	
Chicken	\$7.20

In buying meat:—

Do not leave trimmings or bones with butcher. You pay for them and he resells them. Better resell them yourself. The following prices prevailed recently in one city for the sale of waste of different kinds:—

Grease, 3½c a lb.

Bones, 20c per cwt.

Scraps, mixed, 3c a lb.

Scraps, clear, 3½c a lb.

Buy in bulk for large undertakings only. Carcass meats are cheaper, but remember that a man must be paid to cut it up, and that there is much waste. It seems wiser for the Association to buy only the cuts required.

Characteristics of good meat:—young tender beef has certain visible characteristics. The gristle is small and undeveloped, the fat runs through the meat in thin threads and is of a light yellowish tint. Strongly colored fat and coarse grained meat should not be chosen. **Scrawny lamb** with very little fat around it will hardly be of the best quality. The whiter the flesh of **pork and veal** the better the grade. Remember that **hams** shrink fully one-quarter, and **chicken** one-third in cooking.

In **buying vegetables** consider where they come from. Distance absorbs freshness and flavor. Eastern apples are said to have better flavor than western. Names matter little—"Bermuda" onions are grown in Texas! Pay for what you get, not what it is called.

Buy **granulated sugar** for table use in the cafeteria.

For **spices** it pays to buy the very best. Cans with **damaged exteriors** can sometimes be had at a reduction from a friendly wholesaler.

Olives are best bought in original brine. Handling spoils them.

Pickles are graded according to size; hence, watch cost as related to size.

Coffee—Pay well and be sure of good coffee. Men like a heavier, stronger coffee than women. Women like smooth blends. Buy your coffee fresh ground every two days.

Before beginning to make the coffee, heat the urn. Coffee should never be made in a cold urn. (Do not try to heat cold coffee in the urn. Even the best will be spoiled in the process). Two three-gallon urns are preferred by some experts to one six-gallon urn, for coffee should be made fresh every hour, and the coffee bag removed as soon as the coffee is made, and a clean bag used each time a fresh batch is prepared. Good coffee ought to yield eight quarts to the pound. Eggs and settlers are not needed.

Here is a cold water method for the preparation of coffee which is strongly recommended by one expert:—Take clean bag, put the coffee in it (one pound to seven and one-half quarts of water) and tie the bag securely, allowing plenty of room for swelling. Put the bag in cold water in an enameled pot. Soak the coffee one hour or two, then bring it gradually to a boil. Let it boil not more than five minutes. Remove the bag and let it drain well. Add one pint of cold water, keep it in a warm place, and do not allow it to boil again.

If the coffee is not delivered daily, or at least every two days, it had better be ground on the premises. Never try to roast coffee. It is easily burned and cheaper to buy ready roasted.

Never use the water from the jacket around the urn, unless for cleaning purposes.

Watch the packing on the urn valves. It will dry out and wear out and cause drips. See to it that the hot water urn has a safety valve from which the steam can escape.

Coffee will show chickory under this test:—Sprinkle some of your ground coffee on the top of a glass of cold water; if a red streak wanders down the center of the glass, chickory is present; it softens and drowns itself quicker than coffee.

Cocoa—Much larger sales of cocoa might result from greater care in making it, and in serving it hot with a little cream on it. Encourage the use of cocoa by its use on the Balanced Ration board. Its nourishing value far outstrips that of tea and coffee.

Tea—To be good, tea should be made as follows:—In a scalding hot teapot, put an individual muslin bag of tea. Pour over this tea-bag, into the scalding hot teapot, water boiling to the “galloping point.” Tea made in any other way is merely a hot drink and not tea, to the tea taster’s mind.

Breads—It is a good plan to offer as much variety as possible in the selection of breads. With care, a small quantity of many kinds can be provided without danger of waste.

- (6) **Publicity.** The girl you want as your guest is the one who knows nothing about you or who, having heard about you, does not care to test your hospitality. (Study the Association Publicity booklet which can be obtained from the Publication Department of the National Board, 600 Lexington Avenue, New York City, for many practical suggestions. Price 15 cents). Your best advertiser is a satisfied, or better still, an enthusiastic guest; the next best is free printed matter, cleverly and wisely distributed.

Free advertising—Posters in large type and bold outline. The following shows the poster which is used so effectively in advertising the National cafeteria in New York:—

The two chief characteristics are extreme simplicity and legibility; it says very little, but is to the point and can easily be read. Such posters should be hand distributed to:—

Department stores which may be good enough to post them on the bulletin board in the elevators, in the ladies’ department, and in the work rooms, if they are not running a lunch room of their own.

Churches which may be willing to provide a conspicuous place for the poster in the church house or lobby, in girls’ club rooms, and elsewhere.

Dressmakers who may be willing to hang them in their work rooms and possibly in their reception rooms.

Women’s and girls’ clubs for their bulletin boards.

YOUNG WOMEN'S CHRISTIAN ASSOCIATION CAFETERIA

29-33 WEST 36TH STREET

Quick service.

Good cooking.

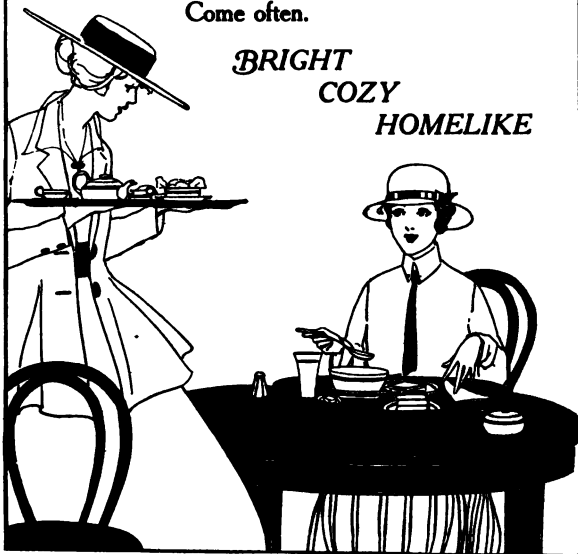
Information desk, check room, reading,
writing, rest rooms.

A good place to meet your friends, rest or
change your dress for the evening.

These conveniences are for your use.

Come often.

*BRIGHT
COZY
HOMELIKE*



Manicure and hairdressing parlors for a conspicuous place on the wall.

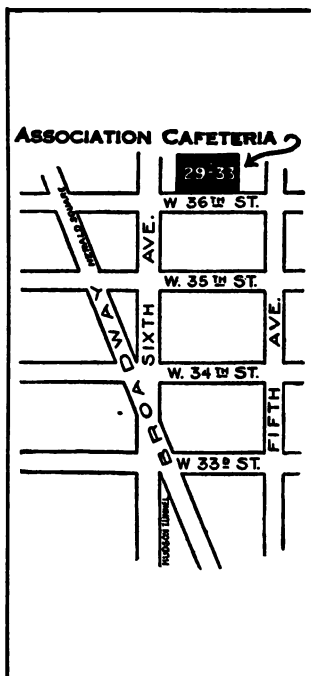
Picture post card. This for the larger cities might well be a reproduction of the poster in the post card form for free distribution to the guests. Many visitors from out-of-town will find their way to the cafeteria in consequence.

Memo cards may also be distributed. The following is the card used at the National cafeteria in New York.

On the front of it

SAVE THIS ADDRESS
ASSOCIATION CAFETERIA
29-33 WEST THIRTY-SIXTH STREET
REST. READING AND CHECKING ROOMS. INFORMATION DESK
OPEN ABOUT MARCH 1ST
SAME MANAGEMENT AS AT YOUNG WOMEN'S CHRISTIAN ASSOCIATION BUILDING, SAN FRANCISCO EXPOSITION

On the back of it



These are 2½" by 4½". Small enough to be carried in a small handbag as a reminder of where to eat when good food is wanted. They should be printed in large numbers and distributed broadcast wherever girls and women can be reached.

Sample menus. Where trade is slow, or where the management of the cafeteria has changed, it has been found very helpful to print and distribute in the business offices and stores a good looking sample menu announcing the change in management if that can also be chronicled.

Window menus. Where a window of the cafeteria can be readily seen by the public, a menu board might well be shown about 14" by 24", small enough to look aristocratic and yet large enough to be easily read by passersby. Prices and the items will help to bring in many who would not otherwise venture on an exploring trip.

XI. Points in Policy.

1. The Cafeteria, a revenue-producer.

It is considered quite legitimate for the Association to make all the money that it can through clever management in its cafeteria department, providing that the Association remains within the cafeteria class in regard to method of service, character of menu, and prices charged. Profits, after due provision for upkeep, should be applied to the general budget. In the future it is to be expected that more than one cafeteria will be operated by the city Association alive to its opportunity and eager to enlarge its receipts in order to extend its work along other than cafeteria lines.

One cafeteria has supported an entire Association for years, making the entire budget difference for a large city work; another reports making \$120 a month and buying in addition \$500 worth of equipment with an attendance of only 250 daily.

Running at a loss—The question how far an Association is justified in running a cafeteria for two or three hundred regular patrons at several hundred dollars a year loss is frequently asked. If the regular

patrons have had all the opportunity in the world to come in contact with other forms of Association activity, and there is positively no chance to redeem the failure in management and increase the attendance. it would seem wise to urge that the cafeteria be closed. Local circumstances must govern the decision in each case. The Association recognizes the cafeteria as a very clever advance agent or drummer on behalf of its general work. If that general work can be done just as well without the cafeteria as with it, there is no object whatever in running a cafeteria at a loss, since the real object of each department is to reach girls for their greatest all-round good in the long run. We do know, however, that where the attendance is small, as well as where the attendance is large, clever management will place the cafeteria on a money-making basis and we also know, alas, that the reverse is the case where the management is poor.

2. When to develop a large downtown cafeteria.

Many an Association is taking into consideration the wisdom of opening up a large money-making proposition downtown and cannot make up its mind whether or not to make the venture. Here again, as in everything else, local conditions must govern the conclusion to be reached. If there is a large body of women in the business world, which, for one reason or another, is not able to get to the Association building it may well be worth the Association's while to look for rentable quarters right in the midst of that crowd and open up cafeteria work in the hope of reaching large numbers of young women on behalf of general Association activities and also in the hope at the same time of making a good income to be applied to the reduction of the amount it would otherwise be necessary to ask from subscribers and general contributors among the public. Providing the rent for a suitable location would make it possible to keep within cafeteria prices, it might be that a splendid piece of work of real service to girls and women and large financial results would come to pass under expert management. If large enough floor space can be had, at a feasible rent, where large numbers can be seated and if suitable and adequate equipment can be provided and expert management is assured, the opportunity should not be lost.

3. Membership and the cafeteria.

What could the membership do to help in the work of its own cafeteria, if the membership in general could be brought to feel that the cafeteria, as well as the swimming pool, the gymnasium and the summer camp, is its own? If the girls feel that they own the cafeteria, they will feel free to make suggestions and in our democratic body these suggestions will be warmly welcomed whether they are reasonable or unreasonable, feasible or not, from the professional point of view. Over and over again, they will be found to be brimful of common sense and well worth accepting. The members can do more to make the place popular than any amount of effort could accomplish at the hands of volunteer or employed staff. The membership can become a booster's club on behalf of the cafeteria if they know it and own it. To this end why not encourage birthday parties, May day parties, every conceivable kind of party originating from among the girls themselves. The membership, to be concrete, can speak well of the cafeteria among their own crowd, to those they meet in business, at home, at church, at night school or in social life; they can distribute advertising blotters or memo cards or folders; they can carry the news of special events to come off in the cafeteria; they can gather up constructive criticism of all kinds and bring it to the management; their pride in the place will induce them to leave it as tidy or tidier than they found it and will prevent every grumble that is not really justifiable.

4. Sunday opening and three meals daily.

The cafeteria is in business to meet girls' needs. If there are many in its location needing breakfast it had better be served. If there are many needing meals on Sunday, the cafeteria had better be opened. It is sad to find the Association cafeteria shut on Sundays when scores and scores of girls are forced to find "some place" downtown or accept some man's hospitality. Still more sad is it to close on Sunday if the boarding home girls are dependent on the cafeteria for their Sunday food. Open the cafeteria if it is needed and take care of the help in reasonable ways.

5. Guest fee.

The cafeteria is the Association's great magnet, it is the most useful of all its many ways of reaching the unreachable girl. The girl we most want to get into our membership is the girl who does not want to join—she who loathes church, despises Sunday-school, and looks with wary eye upon the Christian Association. Can we ask her to "join" and become a member for the sake of cafeteria advantages—how much do you think membership will stand for to her in the years to come? Or shall we defeat the best possible use of our tool by asking of her a fee for the privilege of coming to a place she is not at all sure she cares to frequent? The guest fee tends to keep her away, or makes her feel a stranger in comparison with others, and membership for the sake of escaping the fee so lowers it in her estimation that it can hardly be expected to stand for very much more than a means of **getting** forever after. In these days, when the whole Association movement is seeking so earnestly to put life and sacrificial content into the significance of membership, let us avoid labeling it as a side door to the cafeteria.

Those who feel that membership privileges are all too few, would do well to analyze thoroughly all that comes to a member in return for her dollar other than those things for which she pays *a la carte*. The fact that value received is not recognized by the girl is merely a matter of time and diplomatic education.

6. Men as cafeteria guests.

The cafeteria is organized to provide comfort and good food at cheap prices to girls. Men by their presence, while the receipts benefit somewhat, take space which should be filled by girls; they change the character of the menu, they create a different atmosphere. The noon hour is the Association's great opportunity and no avoidable distractions should be allowed to militate against the success of its effort to get acquainted and to make friends with the girls during that period.

7. Food prices.

Food prices should be kept within the cafeteria class. Under normal conditions these have been:—

Soups	5 cents
Vegetables	5 cents
Meats	8, 10, and 15 cents
Desserts	5 and 10 cents
Hot drinks	5 cents

This necessitates the closest care in buying, preparation and serving, if profit is to result; and as prices are rising steadily it may become necessary to add something to charges, while yet remaining in the cafeteria class.

One very successful cafeteria director in a college town writes, "We met a serious problem.....many coming with an allowance of \$3.50 a week only for food. We thought it would be important to reach these. We could not do it and keep up the standard of our meals and serve meat. We decided to serve protein in another form. We explained how we could get it in vegetable foods. It was tremendously successful; they found that they could live on a balanced ration for 14 or 15 cents a meal. We serve a great deal of butter and cream in our food. They can get their food and give us a profit on \$2.85 or \$2.95 a week. The majority of them live on \$3.25. That can only be done by giving substitutes for meat."

Our scientifically trained directors might be able to draw attention to a special "Balanced Ration" Menu Board showing those foods (and their prices) which, together, would include sometimes a cheap substitute for meat.

8. Free meals.

There should be no free meals to the secretaries (excepting to the cafeteria director). Salaries should be figured on the basis of each person paying for what she eats. This simplifies the situation and solves many problems. Weekly meal tickets should be given to each person on the wage roll entitled to free meals, and the maximum for the week clearly stated on the card. The value of each meal at menu rates should be punched on each card at serving time.

Board members and visitors will, of course, pay their way unless some special provision is made for hos-

pitality, in which case a ticket should be punched as usual and at the end of the day.

the cash	00.00
plus hospitality	00.00

will equal 00.00 the sales value of the food delivered over the counter, and enable a correct check to be kept on the management.

9. Sandwiches.

The question of sandwiches is one which perplexes the cafeteria management a good deal. There is little doubt that a good substantial sandwich for five cents would have a large sale, particularly among the girls who now bring their own food to the cafeteria, or satisfy themselves with something very inadequate—perhaps a piece of pie, because they cannot afford a ten cent or twenty cent check. Have we not a useful part to play in helping the girl with the smallest possible lunch allowance?

10. Afternoon tea.

If the cafeteria premises are fairly attractive and centrally located, it is conceivable that in a number of cities, large and small, a good deal of business might be done between four and five in serving tea and toast of different kinds (French, cinnamon, etc.) or waffles, or individual home-made cakes of many different kinds. If it could be well set up and advertised in dainty, attractive fashion, worth while trade might result in many places, though in others it would be impossible to expect it.

11. Emergency fund.

In connection with the cafeteria, it might be found useful to have a small fund upon which the management might draw for emergencies. Our cafeteria is an Association department, and as such, is eager to serve the girl in any way and every possible way, and money for a meal or for carfare, or for a telegram, or doctor, or what not, might be exceedingly useful from time to time.

12. Eight hour day.

Even at great effort and some addition to the wage bill the eight hour day should be established—remem-

bering always that the Association should lead the procession, rather than tag along twenty years behind. We can no longer lead in this, but we can hasten to join the crowd before we are compelled to do so by law. Time off for two or three hours in the afternoon can hardly, nowadays, satisfy a conscientious desire for the eight hour day.

13. Responsibility for standard conditions of employment.

Does it not behoove the cafeteria management and the Association in general to see to it that the wages, hours of service, vacations and working conditions for our cafeteria staff are beyond reproach and indeed set the standard for other people? After all the consideration which has been given to the question of the minimum living wage, the eight hour law, and sanitary conditions in general, it is inconceivable that there should be a single employee in the cafeteria department who might justly complain of neglect in this regard. A minimum living wage, an eight hour day, and a summer vacation should go without saying in cafeteria work.

14. Outside business.

Bags and boxes. Considerable outside trade might be worked up in some cities. This involves some mention in the cafeteria publicity of suitable items to carry out and it also pre-supposes that stout paper bags will be available. In some cities it might pay well to provide collapsible cardboard boxes and to pack outside orders in these, so that messengers might come with several orders apiece on behalf of the persons who could not otherwise eat at the cafeteria.

Ten cent lunches. A card which has been widely distributed by a cafeteria in an industrial neighborhood with good business results is shown on the next page.

Luncheons for social organizations, women's clubs, missionary and philanthropic groups, pastors' weekly meetings, Association committees, and for individuals. Hospitality is bent on taking all legitimate chances for service.

15. Co-operation.

Co-operation is the great watchword of the cafeteria committee. Hardly any other department has such a

10^c Box lunches will be sent to men or women in offices or factories if requested before eleven o'clock.

Hot Lunches will be sent out upon request.

Telephone Sunset 4094

Suggestions will be gladly received by the Secretaries.

chance to show itself, in royal fashion, eager to be right and left hand to everyone in all its work. To this committee it is a joy to plan birthday parties, Association banquets, Bible class rallies, ten cent suppers, etc. Campaign luncheons for 250 instead of 100 as previously stated are simply tests of ingenuity and good generalship! Club suppers at net cost of ten cents are produced when and where they are needed! May day breakfasts, afternoon teas, social workers' rallies, etc., all play their important parts for many different departments and great is the privilege of the cafeteria committee in the scope of its chance for co-operation, and the expression of the finest spirit of hospitality.

16. The cafeteria and the basis of support.

Shall the cafeteria be included in the budget when the time comes to figure the amount which the Association desires to contribute for the extension of Association work throughout the country?

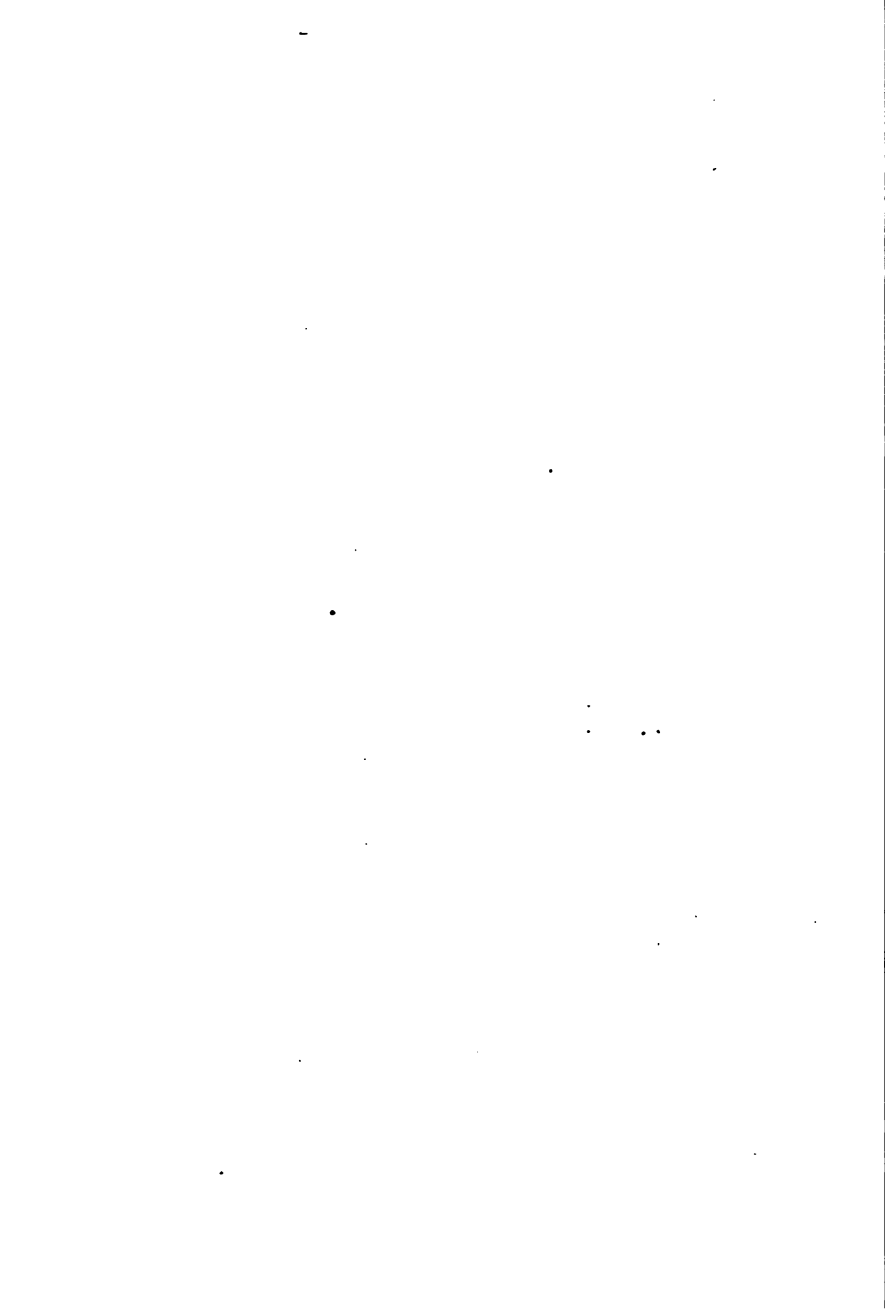
It must be remembered that the Commission which suggested the expenditures of the Association as the basis upon which to compute contributions for the support of the national work, did so because they were convinced that the sum totaling Association expenditure fairly and automatically indicated the extent of Association activity, hence the dimensions of its oppor-

tunity and also of its responsibility. The Convention, which accepted the expenditure side as the basis, realized that the contributions resulting from the percentage estimate would fairly well meet the unquestioned need for financial support of the national work by the local Association. It was clear to the Convention that a certain annual sum total must be obtained from the country at large if the national work was to be continued. It is obvious that if that necessity is as imperative now as it was then, and it unquestionably is, the withdrawal of the cafeteria from the total, on which it was agreed that the percentage should be computed, will reduce the sum available for national work from that particular city. It is furthermore obvious that the amount which would have resulted from the computation on the cafeteria account must be secured from that city in some other fashion. This necessity brings up the whole problem of duplication of appeal upon the solution of which our organization prides itself so justly, and receives, with so much comfort to its soul, congratulations from many other national organizations.

A basis had to be found. A certain amount has to be forthcoming from a given city in justice to all other cities and centers. Whether obtained on the basis of the gross budget, or part budget plus special appeals, the sum remains the same. Is it not obviously far better for the local Association to take the full share of its opportunity for helping on Association work everywhere at the time the **annual budget appeal is made under the direct supervision and control of its own officers?** By now, every Association worker realizes that the entire sum payable to the national work is collected from the public and **does not in any way reduce the spending power of her own Association.** People have thought, until they had thought long enough about it, that to include the cafeteria in the basis of computation would mean that a sum so much larger than would otherwise have to be collected would become necessary, that the Association would not be able to get together all that it needed for its own immediate purposes at home. While meditating on the accuracy of this deduction it is well to remember that the amount required must be forthcoming from that city, and that if it is not asked for by the local officers it must be asked for by others if

the work is to continue. It has been said that it is unfair to tax the money-making departments. The Convention had no desire to tax any department,—merely to find the basis for computation which expresses the entire activity of the Association, its usefulness to the community, its share in the nation-wide work and its probable need of advisory help.

The fact that the success of a local cafeteria depends to a very large degree, possibly seven-tenths, on expert, professional management, and that the national organization is in a position to offer the highest available practical training for these expert workers makes it seem impossible to many Associations to dream of withdrawing the cafeteria account (which is so dependent on the best method resulting from the experience of the past) from the general budget at the time when the computation for the basis for support is to be made. Said one cafeteria chairman, "Not for worlds would my committee withdraw from the chance to help other Associations get their cafeterias on a paying basis and into the way of being of real service to girls! We are proud to belong to the national organization and to help, and we shall not hesitate to ask for help when we need it".



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